CARDIFF COUNCIL
CYNGOR CAERDYDD

CONSTITUTION COMMITTEE: **8 June 2007**

REPORT OF THE MONITORING OFFICER   AGENDA ITEM: 7

GOVERNANCE PROGRAMME

Reason for this Report

1.   To provide the Committee with information concerning the Governance Programme.

Background

2.   The Corporate Governance Commission which was set up by Cardiff Council published its report in April 2004 and made a number of recommendations to address

        ›   managing changes to governance
        ›   leadership
        ›   facilitating opposition involvement
        ›   enhancing the role of the Council
        ›   the roles of officers
        ›   overview and scrutiny
        ›   Standards and Ethics

3.   Since the publication of the report there has been a range of activity within the Council to address the recommendations.   Council has received presentations, and reports on action following on from the report within the Change Programme..

4.   Since the implementation of the original change programme, the Council has adopted a programme management approach to projects and the Change Agenda is being taken forward in three discrete programmes, namely

        ›   the efficiency programme
        ›   people in leadership programme
        ›   governance programme

Programme Brief

5.   A Programme Brief was approved by the Programme Management Board at the beginning of May 2007 and a copy of this document is attached at Appendix 1. The Brief seeks to set out clearly the purpose of the programme and the specific candidate projects that have priority within the Council. These are

        ⟩   a customer focus project
        ⟩   a member development project
        ⟩   constitutional review project
        ⟩   a business controls project
        ⟩   an information governance project

Issues

6.   The Constitutional Committee has alredy made a number of recommendations for constitutional changes, particularly concerning Council. The Committee will also be responsible for taking forward any further review of the Constitution.

7.   The Programme Brief identifies as one of the key stakeholders, elected members, executive members and decision makers. This programme most particularly needs to ensure involvement of Members in its work. It is for this reason that the Chair of Standards and Ethics Committee has been asked to sit on the Programme Panel. Members of the Committee may also wish to consider whether there is any other suitable mechanism for communicating with elected members and involving them in the process.

Legal and Financial Implications

8.   There are none directly arising out of this report.

Recommendations

The Committee is recommended to note the Programme Brief.

Kate Berry
Chief Legal and Democratic Services Officer (Monitoring Officer)

Dated: 4 June 2007

Programme Title:	Governance Programme		
Senior Responsible Officer:	Kate Berry		
Programme Manager:	Phil Bradshaw	Program Ref No:	
Date:	**01 May 2007**	Version No:	1.0

Programme Description
Vision

The purpose of the programme is to use the Council's adopted values, particularly openness accountability and integrity, to create an excellent system of governance : to improve standards of management, performance, stewardship of public money, and public engagement in recognition and acknowledgement of the link between good governance and good outcomes.

The ultimate measure of success would be the perception of the Council by its customers as an excellent organisation, which has been characterised by changing the public label from "The Council" to "Our Council"

Programme Description
Benefits

- Improved community engagement and consultation policies, with clear links to Corporate decision making, to improve the focus on community requirements and customer care standards and enhance the reputation of, and trust in the Council

- Improved Member training development and support to ensure that Members are better informed and have the tools and knowledge to fulfil their roles within the framework of core values

- Revised Constitutional Arrangements to ensure that the Constitution is both fit for purpose and accessible and that there are appropriate, understood and applied protocols for the relationships between members, the executive, officers, and the public

- Improved decision making processes including improving report writing, PQA Governance, responses to legislative change, options evaluation, and improved planning protocols

- Improved Information Governance ensuring that the Council manages information according to appropriate rules, guidelines and standards and in compliance with the law; and provides appropriate Corporate direction for implementing electronic and transformational government.

A key measure of the improvement will be a repeat of the Ethical Audit undertaken by the Standards and Ethics Committee in 2006. Exercise to be repeated in Autumn 2008 and 2010.

Risks and Issues

- The requirement to achieve the programme within existing base budgets will mean it is only viable with commitment from senior management to release staff resources at appropriate times
- Use of existing staff / resources will require managed reduction in performance of the services normally using those staff / resources for the duration of the programme – particularly during the start-up phases of the programme and its projects
- Governance being a fundamental building block of the organisation will impact on many other projects within the overall Change Programme. The scope for duplication and confusion is considerable. The Centre of Excellence will have a key role in managing linkages with other programmes and projects and it will be essential that all significant projects are included in the Centre of Excellence's portfolio.

- Whilst the first phase of the programme may be achieved within existing base budgets it may well generate recommendations for action, for later phases, which require investment in systems or staff
- There may be elements within the existing Change Programme portfolio which will be more appropriately managed within this programme once the component projects are specified. Equally some aspects of the Governance programme may be transferred to or integrated with other programmes as work develops
- Certain aspects of this programme e.g. stakeholder engagement and communication may be effectively shared with other programmes

Resources and Timescales

- All service areas will have some involvement and be required to provide some staff resource, for example when the programme considers customer care standards.
- More significant input is anticipated to be required from the following Service Areas : Scrutiny Change and Efficiency; Communications; Policy and Economic Development; Legal and Democratic Services; Clerk to the Council
- Whilst some deliverables from each part of the programme are anticipated within 12 months, the overall lifetime of the project is estimated to be 3 to 5 years
- The only fixed milestone at the present time is that revised arrangements for Member Development and Induction must be in place before the May 2008 Council elections

Candidate Projects

Because all aspects of governance are interrelated, separating the programme into discrete projects will be a matter of art rather than science. The following is put forward as an initial outline, whilst recognising that elements may be moved from one project to another as and when detailed projects mandates and briefs are developed:

A. Service Standards aspects of Customer Focus Project : integration of communication and consultation strategies with the decision making process and review of effectiveness, including review of recent consultation events; assessing the effectiveness of the new internet site as a communication channel, particularly in respect of council policies and standards; setting and promoting customer care and service standards; use of intranet / CIS as a tool to improve customer service standards; integration of systems for managing compliments and suggestions with the complaints process; new staff directory

B. Member Development Project : development of an integrated and planned development and training package for Members, including both experienced and new members; enhanced and planned arrangements for Member induction following Council Elections; improving provision of information to Members including a focussed presence on the intranet; promoting the increased routine use of IT by Members

C. Constitutional Review Project : Continued development and improvement of the constitution including desirable use of "plain English"; improved delivery and accessibility on the Intranet / Internet; revision of protocols governing relationships between officers, members other agencies and the public; increasing profile of Standards and Ethics Committee ; implementation of public trust charter; preparation for anticipated revised Code of Conduct; review of whistleblowing

D. Business Controls Project : development and improvement of an integrated decision making process; decision options evaluation; adoption of Planning Protocols and revised procedures for Conduct of Planning Meetings; responding to legislative change; report writing; PQA Governance; closer integration of information systems for Executive

Business
E. Information Governance Project: managing information governance - including information security; compliance; information quality assurance; records management; and data sharing. Defining the Corporate requirements for electronic and transformational government.

Outside Scope

Within the projects outlined above the following matters are anticipated to be out of scope. This aspect will need to be further refined in consultation with the Centre of Excellence to avoid overlap with other projects in the Change Programme portfolio

A. Customer Focus Project : Application of the existing consultation strategy and development of the consultation portal ; training and development of staff on customer care issues; specific aspects of the internet site such as the planning portal; performance reporting
B. Member Development Project : Provision of IT services to Members
C. Constitutional Review Project : Planning Protocol and Conduct of Planning Meetings
D. Business Controls Project : performance management
E. Information Governance Project: IT Security covered by existing ISO 17799 certificate. Electronic and transformational governance systems.

Proposed Programme Panel

Kate Berry – SRO
Akmal Hanuk – Chair Standards and Ethics Committee
Martin Murphy
Christine Salter
Martin Hamilton
Paul Orders
Kathryn Richards
Crispin O'Connell
Wales Audit Office Rep (awaiting confirmation)
Monitoring Officer from another Authority (KB to arrange)

Key Stakeholders / Links with Other Projects

Key Stakeholders:
Cardiff Council : Elected Members; Executive Members / Decision Makers; Committees; Senior Management Team; Managers ; Staff ; Trade Unions; Internal / District Audit

Public Bodies / Government : Welsh Assembly Government; Police; Local Health Board

External Organisations : Partners

Citizens of Cardiff

Local Groups / General : Media

Links with Other Programmes / Projects
Budget and Organisational Review; People & Leadership Programme-Customer Focus Project;
Corporate Resources Programme; Development and Integration of Key Management
Processes Project

Resources	
Area	**Resource Description**
Estimated Funding (include savings & gains) • Capital • Revenue • External Funding Include any requirements set by funding providers	**Existing budgets**
Key Milestones & Deadlines	1st May 2007 : approval to proceed with programme definition 28th February 2008 : Completion of Member Development Project
Programme Team (give details of project team members)	SRO : Kate Berry Programme Manager : Phil Bradshaw Programme Assurance : Stephanie Dole Programme Support : Hellen Coles Risks and Issues Management : Barry Jeffreys

How does the programme fit in with the Council's commitment to Sustainable Development?
Improved efficiency in communication consultation and decision making; elimination of waste in information Management

How does this project fit in with the Council's commitment to Equality?
No direct impact save that equality is a necessary element of governance

Agreement to Proceed to Next Stage			
Approved by Programme Board – to proceed with programme definition Minute Number:	Approved by P Board	**Date of Meeting**	01/05/2007