CITY AND COUNTY OF CARDIFF   **AGENDA ITEM 6**

DINAS A SIR CAERDYDD

POLICY REVIEW & PERFORMANCE

SCRUTINY COMMITTEE   **18 January 2012**

Transformation Portfolio - Wave 2 projects

Reason for the Report

1. To offer Members a briefing opportunity on the Wave 2 projects which have been developed for inclusion in the Transformation Portfolio and advise the Committee of resulting changes to the structure of the Portfolio.

Background

2. The role of Members in monitoring the progress of the Transformation Portfolio is acknowledged as being vital, and therefore scrutiny of the Council's transformational change programme is a priority of the Committee. Members receive six monthly progress reports in September and March, and all five scrutiny committees have identified transformation projects of particular interest and importance within their terms of reference.

3. Implementation of the portfolio is moving at pace and it is timely to outline the projects and opportunities that will make up Wave 2 of the Council's transformation journey.

4. The 2012/13 Budget Strategy Report indicated that the Transformation Portfolio is on track to deliver significant savings over the medium term but it must be regarded as investing money in order to reduce costs, as both internal and external support as well as expenditure on infrastructure is necessary to ensure that benefits are embedded in the Council's processes

and new ways of working. The report indicated that savings from transformation are now expected to reach at least £22 million by March 2013 with further phases of change likely to increase this amount, compared with the previous expectation to achieve £20 million over the medium term.

5. The Committee's concerns following consideration of the September 2011 six monthly report centred around transformation savings and costs, the pace of change and staff resources. The Committee expressed pleasure at the projected savings of £60 -80million by 2015, requesting more detailed costing information which will form a part of the forthcoming March 2012 six month update.

6. Members were advised there is generally an appetite for change across the organisation; however the fundamental pace of transformational change is slow for a variety of factors. The Committee identified that resourcing transformation was presenting a challenge, but that there was a confidence that resource shortfalls could be met.

Issues

7. Attached at **Appendix 1** is the officer presentation to be delivered at committee, outlining the Wave 2 projects which, following service area work, and approval by Portfolio Management Board, are now progressing into a detailed development stage. Seven projects will commence immediately. They are:

- Children's Services Redesign
- Education Services
- City Space
- City Development
- Housing Service Redesign
- Venues and Catering
- Regulatory Support Services

8. All of the above projects are at an early planning stage and remain the subject of Executive discussion. In the coming months officers will be working to generate Target Operating Model options for the future for more in depth consideration, together with the options for quick wins.

9. A further three projects will commence at a later date:
   - Learning & Development
   - Income Management
   - Revenues & Benefits

10. Members will recall there are currently seven programmes that make up the Transformation Portfolio. As a result of the additional projects which have been identified, Portfolio Management Board has agreed that the Portfolio should be restructured in order to ensure that the programme remain of a manageable size. Attached at **Appendix 2** is a revised portfolio chart, which shows that the Service Redesign programme is splitting into three separate programmes, City Space, Place Services and People.

11. Councillor Mark Stephens, Executive Member Finance & Service Delivery; and David Trussler, Transformation Portfolio Advisor, will attend Committee to give a presentation outlining the Wave 2 transformation projects and to answer Members' questions.

Legal Implications

12. 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 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 of 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

13. 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.

RECOMMENDATION

14. The Committee is recommended to note progress in delivering the Transformation Portfolio; and consider whether it wishes to relay any comments or observations for consideration by the Executive.

MIKE DAVIES
Head of Service, Scrutiny, Performance & Improvement
10 January 2012

Transformational Portfolio
- January 2012

Service Redesign: City Space	Service Redesign: Place Services	Service Redesign: People	Shared Services	Citizen Focused	People & Leadership	Commissioning & Procurement	Land & Buildings
Tara King	Martin Hamilton	Nick Jarman	Philip Lenz	Sarah McGill	Philip Lenz	Christine Salter	Christine Salter
Management Structures	Housing Repairs	Adults - ACM	Communications & Media	Library Strategy, Plan & Change Delivery	New Pay & Grading Structure	Commissioning & Procurement Strategy	Our Space
Highways Maintenance	Transport & Traffic Management	Children's Services	Centralised Transport Services	Leisure Facilities Strategy, Plan & New Delivery Arrangements	Workforce Planning Approach	Category Management Process	Operational Property Asset Management
Waste & Street Cleansing	Venues & Catering	Education Services	HR People Services	Neighbourhood Learning & Learning Training and Enterprise Centres	Employee Support Strategy & Plan	Overall Procurement Processes, Organisation and Technology	Non-Operational Property Management
Parks & Sport	City Development		Print Smart	Customer Insight & Business Intelligence	Cardiff Council Academy	Council Stores Strategy	Strategic Property Management
City Space	Regulatory Services		Business Administration	Community Asset Transfer Strategy		Purchase2Pay	
	Housing Management		ICT Service Delivery	Detailed Citizen Hub Requirements & Design		Sourcing Implementation Across all Spend Categories	
			Facilities Management	Customer Management		Council Grants Process	
			Information & Performance Management				
			Learning & Development				
			Revenues & Benefits				
			Income Management				

Wave 0 Projects

Wave 1 Projects

Wave 2 Projects

Enabling Technology & Transformation Capability

-Portfolio Resourcing
-Portfolio Governance
-Reference Architecture
-Technology Roadmap
-Enabling Toolset

Transformation Portfolio Wave 2 projects

David Trussler

Development of Wave 2 proposals

- Workshop approach
- Positive engagement with Service Areas
- Identification of service improvement opportunities
- Key themes
- Prioritisation of project proposals - criteria for evaluation
- 7 projects commencing early 2012
- 3 projects to commence at later date

Children's Services project

Redesigning Children's Services end-to-end to deliver integrated care pathways in collaboration with Education and Health Services

- **Foster Care**
  - Implementation of the most cost effective operating model to deliver improved services for Looked After Children
  - Increased percentage of foster placements delivered in County
- **Improved services for children with complex care needs**
  - Improved provision working with Vale of Glamorgan and University Health Board
- **Improved collaborative working – contribution to the 'team around the family'**
- **New Ways of Working**
  - Mobile and home working, case and records management
  - Increase in staff satisfaction and morale

Education Services project

Redesigning the Council's Education Services end-to-end to offer high quality services, aligned to strategic objectives and the delegated funds model

- Education collaboration – meeting Welsh Government expectations
- Supporting the further development of school clusters and collaboration
- Further development of traded and charging services
- Providing specialist services in more efficient and focussed way
- Improved and redefined relationship with schools
- Streamlined business processes supported by a modern technology environment
- Better prioritisation of services to meet learner / school demands
- Remodelled, focussed workforce

City Space project

Redesigning the Council services which maintain open, public space in the City

- Better prioritisation of services to meet citizen demand
- Co-ordinated service delivery
- Easier and more timely reporting and tracking of open space issues, and quicker response times to incidents in public spaces
- Multi-skilled resources to facilitate cross-functional reporting, inspection and enforcement resources
- Implementation of scheduling software to automate the scheduling of services
- Implementation of mobile technology for reporting, inspections, enforcement & delivery

City Development project

Redesigning the Council's City Development service to offer a high quality, customer-focused service

- Improved delivery of Major Projects and Regeneration
- Improved strategic policy development
- Improved co-operation between PDD, Local Regeneration and Building Regulations
- Improved approach to the delivery of transport schemes
- Case management service for potential investors in the city
- Maximised income generation
- Redistribution of resources to focus on service priorities and statutory responsibilities
- Redesigned processes to improve efficiency, responsiveness and customer focus

Housing Services project

Redesigning end-to-end housing services, aligning to strategic objectives and meeting customer demand in:

- *Tenancy Services (excl. Benefits)*
- *Housing Strategy, Support & Lettings*
- *Housing Resources & Assisted Living*
- *Private Sector Housing*

- Improved service delivery to customers
- Co-ordinated service delivery
- More cohesive housing-related strategies
- Mobile & Scheduling technology for reporting, visits, inspections, enforcement & delivery
- Streamlined business processes across all related functions

Regulatory Support project

Redesigning Regulatory Support Services to offer high quality, end-to-end services aligned to strategic objectives and driven by customer demand

- Improved customer experience, especially where a customer needs to access a number of services to complete their journey
- Co-ordinated service delivery and streamlined business processes
- Clear accountabilities for licensing and enforcement activities
- Improved workforce scheduling and alignment of working times to customer demand
- Easier reporting and tracking of enforcement issues
- Mobile technology used by multi-skilled resources to facilitate cross-functional case management, reporting and enforcement

Venues & Catering project

Improving the customer experience in our venues, whilst increasing surplus generating activity

- 'Cardiff Collection' - Cardiff Castle, City Hall, Mansion House, Cardiff Catering
- Re-examining our product mix creating a robust strategy for future growth - reacting to changing customer demand
- Maximising surplus income through the refocusing of marketing and sales functions
- Improving our online presence
- Creating more efficient processes through the use of technology to improve service delivery
- Refocusing Cardiff Catering services

Forthcoming projects

- Learning & Development – commence 'as is' profiling early 2012

- Revenues & Benefits – commence late 2012/13

- Income Management – commence late 2012/13

Next steps

- Restructuring Transformation Portfolio
- Scrutiny committee briefings
- New Programme Board arrangements
- Resourcing activities
- Future state Target Operating Model
- Quick win profiles and delivery plan
- Benefits Map, Profiles and Delivery Plan
- Outline Business Cases