

POLICY REVIEW & PERFORMANCE
SCRUTINY COMMITTEE

6 May 2014

**ESTABLISHING A PROGRAMME OF ORGANISATIONAL CHANGE FOR THE CITY
OF CARDIFF COUNCIL – DRAFT CABINET REPORT**

Reason for the Report

1. To provide the Committee with an opportunity to consider the draft Cabinet report entitled 'Establishing a Programme of Organisational Change for the City of Cardiff Council' before it is presented to the Cabinet for approval on 15 May 2014. The draft report is attached at **Appendix A**; attached to it are several appendices, as follows:
 - App 1 – Peer Review Recommendations Monitoring Schedule April 2014
 - App 2 – Peer Challenge Group - Terms of Reference
 - App 3 – Organisational Development Programme – structure
 - App 4 – Organisational Development Programme
 - App 5 – Cardiff Debate Outline.

Background

2. The Policy Review and Performance Scrutiny Committee's remit provides for it to consider the Council's strategic programmes and organisational development, as well as its engagement with citizens and overall finances. Over the last municipal year, the Committee has provided strong scrutiny of the development of the Council's Budget Strategy as well as key assessments of the Council's performance, such as the Welsh Local Government Association Peer Review and the Wales Audit Office's Annual Improvement Report and Letter and Corporate Assessment arrangements.

Issues

3. The draft Cabinet report attached at **Appendix A** sets out a range of challenges facing the Council, including current financial pressures as well systemic issues such as

those identified by the Peer Review and the Wales Audit Office. These challenges include:

- Rapid Fiscal Consolidation
- Increasing demand on services
- The need for continuous improvement
- Accelerating Cardiff's development as a European Capital City
- Reorganising local government reorganisation

4. As well as service challenges:

- Performance transparency and challenge
- Sickness absence and employee development
- Educational attainment
- Children's Services.

Organisational Development Programme

5. Members may recall that at its meeting on 10 April 2014, the Cabinet agreed to become a member of the Cooperative Council's Innovation Network ('CCIN') in order to 'draw on best practice within the UK in order to support the Council's proposed Organisational Development Plan and the consideration of alternative service delivery models as part of the 2015/16 budget process'.¹ The CCIN is a network of local authorities aiming to reform the way councils work by working in partnership with citizens² and is aimed at sharing best practice and develop new ways to apply cooperative principles in service design and delivery. The cooperative model aims to ensure that residents actively inform decision-making; that services are co-produced with communities; and that services are delivered through cooperatives and mutuals.
6. In order to meet the challenges facing the Council and to progress the Cooperative Council agenda, the attached draft Cabinet report proposes the establishment of a new organisational model for the Council based on cooperative principles to be

¹ Cooperative Councils Innovation Network Cabinet report, 10 April 2014, available on Cardiff Council's website at

[http://www.cardiff.gov.uk/content.asp?nav=2872%2C3250%2C4875&id=&parent_directory_id=2865&textonly=&language=&\\$state=calendarmeeting&\\$committeeID=12950&\\$meetingdate=10/04/2014](http://www.cardiff.gov.uk/content.asp?nav=2872%2C3250%2C4875&id=&parent_directory_id=2865&textonly=&language=&$state=calendarmeeting&$committeeID=12950&$meetingdate=10/04/2014)

² Further information can be found on the CCIN website at: <http://www.coopinnovation.co.uk/>

delivered via the creation of a three-year Organisational Development Programme ('OD Programme'). The draft Cabinet report asked for approval to allocate staff resources to the OD Programme from within the 2014/15 budget framework to give priority to these proposals. A budget of £1.039 million is in place for this financial year, as well as an earmarked reserve of £700,000 which was established as part of the 2014/15 budget for 'one-off funding to enable technical, professional and specialist support where required'.

7. The OD Programme will be founded on ten principles:

- Creating services with people
- Creating a city for people
- One Council, one Cardiff
- Working beyond our boundaries
- Investing in prevention and early intervention
- A strong commercial focus
- Exceptional performance management
- A Council that values openness and engagement
- A strong commitment to developing our workforce
- An organisation that embraces new ways of working.

8. The report also makes it clear that the level of change required will need a more consistent, engaged and evidence-based approach to how the Council assessed, plans and reviews service delivery and that the Council will need to adopt a strategic commissioning approach.

9. The OD programme will comprise five separate programmes, each including several smaller projects:

- Strategic Commissioning
- Customers and Community Focus
- Assets/Infrastructure
- Governance and Member Participation
- Engagement and Improvement.

10. In terms of governance arrangements, the Cabinet will assume collective political leadership for the OD programme. The draft Cabinet report proposes that a 'Cardiff Peer Challenge Board' should be established, to be chaired by the Leader and including the Cabinet Member for Corporate Services and Performance, as well as the Chief Executive and Corporate Director Resources. This advisory board will include external representation and will 'provide peer challenge and feedback on the development of the programme'. Draft terms of reference for the Peer Challenge Board are attached to the Cabinet report. In terms of officer governance, the Programme structure will be monitored by an Organisational Development Board, chaired by the Chief Executive, and supported by an Investment Review Board, chaired by the Corporate Director – Resources.

'Cardiff Debate'

11. The draft Cabinet report also recommends that a 'Cardiff Debate', is initiated, to provide a local, city-wide and regional view on what priorities should be addressed and the solutions that need to be implemented. This approach will include established mechanisms such as the former Ask Cardiff Survey, to be re-badged the 'Cardiff Debate Citizen Survey'. It will also comprise a city-wide stakeholder engagement event in late May 2014 and neighbourhood engagement events in the early summer. Further details are contained in Appendix 5 of the attached draft Cabinet report.

Way forward

12. The Leader, Councillor Phil Bale and Councillor Graham Hinchey, Cabinet Member for Corporate Services and Performance, have been invited to attend for this item. The Chief Executive, Paul Orders, will also be in attendance to give a presentation.

Legal 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 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 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

14. 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

15. The Committee is recommended to:

- i. consider the information presented to them in this report and at the meeting;
- ii. decide whether it wishes to make any recommendations to the Cabinet;
- iii. consider what future engagement it wishes to have with the development and implementation of these arrangements.

MARIE ROSENTHAL

County Clerk and Monitoring Officer
29 April 2014

CABINET MEETING: 15 MAY 2014

**ESTABLISHING A PROGRAMME OF ORGANISATIONAL
CHANGE FOR THE CITY OF CARDIFF COUNCIL**

REPORT OF CHIEF EXECUTIVE AGENDA

ITEM:

PORTFOLIO: LEADER (ECONOMIC DEVELOPMENT & PARTNERSHIPS)

Reason for this Report

1. To outline the Cabinet's response to a range of critical challenges;
2. To propose a new organisational model based on cooperative principles that will reposition the Council and enable it to respond positively and effectively to these challenges;
3. To outline the steps needed to implement the new organisational model, including:
 - reviewing the shape and scope of the organisation and the way in which services are currently delivered to meet demand;
 - widening opportunities for people and communities to shape services around their needs;
 - identifying delivery models that may be established to meet demand pressures and reflect budgetary realities;
 - identifying opportunities for further efficiency savings through better internal and external collaboration, integration of service delivery, and reducing duplication of effort and resources;
 - significantly strengthening performance management, workforce development and engagement arrangements; and
 - promoting openness through increased citizen engagement and information sharing, enabling transparent decision making and providing clearer opportunities for people to participate in decision making processes.
4. To seek authority to establish a three year Organisational Development Programme to deliver the proposed model.

Background

5. The financial context for public service delivery has changed dramatically. Reflecting this new reality, the budget setting process for 2014/15 was the most challenging in the Council's history. Over £48 million in savings

needed to be identified necessitating, in some cases, budget reductions of up to 48% of controllable budgets for individual directorates. The delivery of this level of savings will require close and continual monitoring throughout the year and regular scrutiny by both Cabinet and Scrutiny Committees. This financial challenge is set to continue with the Council facing a long period of severe budget constraint at a time when the demand for many services will be outstripping the resources available to deliver them. In this context it is becoming increasingly clear that conventional, top-down and silo-based service delivery models are struggling to deal with complex, cross-public sector issues.

6. A 'business-as-usual' mindset, alongside indefinite salami-slicing of budgets, will lead to a steady decline in the quality and availability of public services, dissatisfaction amongst those who use the service and poor staff morale. It will therefore be increasingly difficult, if not impossible, for the Council to maintain its current shape and form and continue to deliver the same level and quality of services. As the WLGA Peer Review stated: *"the harsh reality is that not everything can be supported, not everything can be improved and some things will need to reduce, or be discontinued completely. Ultimately choices will revolve around reduction and/or cessation in services, demand management and service innovation."*
7. In this context, the Medium Term Financial Plan (MTFP) set out in the Council's 2014/15 Budget Report highlighted the need for urgent steps to be taken to ensure that the Council's approach to service delivery is capable of meeting the rigours of an era of "permanent" public sector austerity. The report made clear that in order to achieve financial stability in the future the Council will need to deliver less services directly, employ fewer staff and will need to deliver direct services much more efficiently. As a consequence of these profound changes the Council will also need to rationalise the asset base from which services are delivered. Thus, the budget for 2014/15 underlined the need for a fundamental change in the organisation's approach to delivery. It also noted that the Cabinet would receive a report outlining how the Council could be repositioned in response to the challenges it faces, mapping out a route to achieve organisational and service resilience.
8. In addition to financial and demand pressures the Council also needs to deal decisively with a number of systemic issues, some of which were identified by the Welsh Local Government Association (WLGA)-led Peer Review, which was commissioned by the Cabinet. Initial steps to respond to the Peer Review's recommendations are attached to this report as Appendix 1. However, it is clear that a more fundamental response is required that integrates the financial, performance and organisational management of the Council into a coherent change programme.
9. The Cabinet has made clear its commitment to Cardiff becoming a 'Co-operative Council,' including a commitment to openness and a greater involvement of citizens, communities and staff in decision making, service design and delivery. This will need to underpin an organisational development programme that will address head-on the pressures bearing down on the organisation. This report proposes that the Cabinet

authorises such a programme alongside a new framework for service delivery, with corresponding governance and performance management arrangements. This will allow immediate steps to be taken to review and re-focus services to meet the critical challenges the organisation faces.

Critical Challenges

10. The Council faces a series of challenges which are reshaping the environment in which public services are delivered:

- Rapid fiscal consolidation - Following the setting of the budget for 2014/15 the Council has already started planning for severe budget reductions in future years. The approved Medium Term Financial Plan (MTFP) set out within the 2014/15 Budget Report and included the following table brings into sharp focus the extent of the financial challenge ahead.

Medium Term Financial Plan	2015/16 £000	2016/17 £000	2017/18 £000	Total £000
Base position	31,333	34,011	26,930	92,274
Incrementally worse	38,702	38,113	30,823	107,638
Worse	44,996	43,073	35,466	123,535

The base position is predicated on current information (including the Welsh Government's indicative financial settlement for Cardiff) although it is likely that the figures will worsen when the Provisional Settlement figures are announced in October 2014. The MTFP will be reviewed as part of the Financial Strategy work for 2015/16 and beyond.

- Increased demand on services – Cardiff continues to rank as one of the fastest growing UK core cities with the city's population projected to increase by 14.5% between 2011 and 2026. People are also living longer with long term health problems demanding complex, multifaceted and resource intensive care support. These long term trends will have a major impact on Council services such as schools, care for the elderly and waste management. At the same time, the recent economic downturn has led to an increase in demand for social and community-based services which is placing additional pressure on the social infrastructure.
- The need for continuous improvement - As the Council adjusts to the impact of significant levels of cuts, continuous improvement of council services will remain essential. The WLGA-led peer review and recent director assessments of key areas, such as educational attainment and children's services, underline the need for sustained attention to be given to the performance of core services that are pivotal to the Cabinet's agenda for Cardiff. A further analysis of the Council's performance profile is set out in paragraph 17 below.

- Accelerating Cardiff's development as a European Capital City - The Cabinet aims for Cardiff to become Europe's most liveable capital city. The delivery of this ambition will be underpinned by new partnership arrangements between the Council, Welsh Government, the city-region and the private sector. Though evidence suggests that the city is on the verge of a new cycle of investment, the 'Rebuilding Momentum' Green Paper made clear that, despite a strong performance in the Welsh context, the city's economic performance has dipped in international terms, and more work needs to be done if Cardiff is to play its part in sustaining economic recovery in Wales.
- Reorganising local government - The publication of the report by the Commission on Public Service Governance and Delivery, chaired by Sir Paul Williams, means that the reorganisation of local government in Wales is now coming in to view. The "Williams Commission" proposes to reduce the number of local authorities in Wales from 22 to 12, 11 or 10 with a merger between the City of Cardiff Council and the Vale of Glamorgan County Borough Council featuring in each of the three options.

The Council's Budget Strategy

11. Cabinet has previously confirmed, in its Budget Strategy of July 2013, that while the "traditional" delivery of savings from directorates will need to continue, a shift in focus is now needed to achieving savings that arise from policy-led initiatives, including alternative service delivery mechanisms, and from business process efficiencies. For 2014/15 these categories resulted in the following amounts:
 - Directorate savings £32.244m
 - Business process savings £3.313m
 - Policy led savings £8.276m
12. The 2014/15 budget forcibly underlines that the Council will need to realign and refocus service delivery on key priorities. Discretionary services will need to be subjected to the most rigorous assessment to determine whether they are currently meeting the needs of people and communities and offering value for money. Statutory services will also need to be assessed against higher efficiency thresholds than hitherto. This highlights the need to develop new ways of working that can ensure the delivery of key public services within constrained financial parameters.

13. The Council's net budget for 2014/15 is £585.288 million and the main areas of spend are set out in the following table:

14. Reviewing the delivery of services will require that the Council seek significant efficiencies that cut across directorates. These cross-cutting initiatives will become increasingly important in driving out duplicated processes across the organisation and in providing employees with access to more efficient ways of carrying out their duties. The areas of work that will need to be accelerated to achieve significant savings and enable more effective working arrangements include:

- A council wide Customer Relationship Management System
- Scheduling and mobile working arrangements
- A council wide Electronic Records Management System

15. In addition, the Council will continue to embed its Category Management approach to ensure that goods, works and services are procured in the most efficient way so that further savings, in addition to the £10m achieved over the past three years, will be delivered.

16. There is also an identified need for medium term financial planning to be undertaken at an operational level to complement the strategic financial planning work. This will be facilitated through early engagement with Directors and Cabinet Members.

Service Performance Challenges

17. The Council delivers a diverse and complex range of services to citizens, businesses and visitors. Across this range of services performance is inconsistent. Though areas of good practice exist, it is recognised that

many are in need of urgent improvement. Areas of concern - some of which were highlighted by the WLGA Peer Review - include:

- Performance transparency and challenge – it is currently difficult to provide members with assurance as to the overall quality of services due to under-developed performance management practice. A key weakness is the lack of appropriate benchmarking, with the Council currently having no consistent approach to comparing its performance against other leading cities. Service improvement methodologies are poorly developed, with limited visibility of action being taken to address performance both in year and over the longer term.
 - Sickness Absence and Employee Development – although a general trend of improvement is evident, sickness absence remains unacceptably high in some parts of the Council. Personal Performance and Development Review (PPDR) compliance is inconsistent. This is despite the wealth of good practice that has been identified to address the situation over a number of years, not least by the Council's Policy Review and Performance Scrutiny Committee.
 - Educational attainment – a recent Estyn monitoring visit concluded that the Council had made insufficient progress in relation to the recommendations following the 2011 inspection and 2012 monitoring visit, and concluded that the service was “in need of significant improvement”. A detailed plan is in place to deliver this improvement, and this will need to be closely monitored and fully delivered.
 - Children's Services – persistently high caseloads represent a risk to service performance. More widely, the Welsh Government's recently published summary of local authority performance identifies Cardiff as being in the lower quartile in social care.
18. Cabinet and the Policy Review and Performance Scrutiny Committee have been previously advised that: performance management systems have been inconsistently applied and need to be re-energised; employee engagement has been traditional in nature, top-down, and inadequate for the task of assisting an organisation going through a significant period of change; management training and development systems have not been geared adequately towards meeting current challenges; and accountability for, and ownership of, service performance has been variable. In summary, at management and political levels, there is an urgent need to take concerted steps to build a strong performance management culture that can give the public high levels of confidence that the Council's decisions are informed by a robust analysis of reliable performance information.
19. In response, work has been initiated to improve performance planning and management across the Council. It will involve a step change in the Council's approach to quarterly assessment and reporting, bringing rigour to the process and a higher level of peer challenge. The PPDR process

has been refocused to provide a more explicit link between the contribution of each individual employee and the delivery of Council priorities. Monthly Senior Management Team meetings are now focused on performance analysis and challenge.

20. This work now needs to be accelerated to address key performance risks, provide focused support to services where performance is a concern, and to drive rapid improvement, and much work is required to improve the use of benchmarking relationships with high performing councils. The accessibility of performance data must also be improved, through mechanisms such as Balanced Scorecard.

Repositioning Cardiff as a Co-operative Council

21. The Leader has outlined the Cabinet's ambition to make Cardiff Europe's most liveable capital city. In order to deliver this vision the Cabinet has reaffirmed the overriding importance of the priorities in the Council's Corporate Plan 2014-17: promoting education; supporting vulnerable people; and delivering economic development as the engine of growth and jobs. But it has also identified that, in order to meet the challenges, the way in which public services are designed and delivered needs to change.

22. The Cabinet is committed "to placing people at the centre of its approach to leading Cardiff and reforming local public services: creating a city for people; and delivering services with people." This co-operative approach emphasises the importance of:

- Working with people and partners to design and deliver services;
- Designing and developing the city in a way which puts people first;
- Embracing new ways of delivering local public services;
- Being clear in communicating key decisions.

23. The repositioning of Cardiff as a Cooperative Council will need to be guided and supported by engagement with local communities. With this in mind, the Leader has proposed that the Council facilitates a "Cardiff Debate" on local public service delivery. This will seek to assess public views on the future of key council services and generate locally-driven ideas about the delivery of services in the context of severe financial constraints. The results of this exercise will help to inform the Council's Budget Strategy and provide co-produced options for the future of service delivery.

Delivering a New Organisational Model

24. The Cabinet's view is that the organisation is currently too often characterised by a top down, silo-based approach to service delivery that tends to be inflexible, impersonal, inefficient, and difficult to understand from the perspective of the citizen. This is consistent with a local government approach that has traditionally focused too much on the

preferences and values of those who provide services rather than on those who use them. Further to this, additional overheads have arisen from duplication of processes, inconsistent performance management, and a lack of integration to address issues that cut across council - and partner - services.

25. Initiatives in progress have begun to address this issue. The delivery of services via the internet or through multi-agency hubs is more effective in terms of citizen engagement, as well as being more efficient for the Council. The development of the Cardiff Outdoors initiative provides a way of joining up the delivery of services concerned with the management of the outdoor environment. The Council's Neighbourhood Partnership approach enables services to meet the needs of local communities in a much more coordinated way, giving local people a stronger voice in shaping the services they receive while strengthening the role of elected members as local champions.
26. The approach, however, could go much further. For example, people who contact the Council should be able to access many of the services they need through a single interaction. This will mean bringing together previously separate processes - such as housing assessments, social care assessments and health assessments - into a streamlined service accessible through a single "gateway". Such an approach would improve the customer experience and deliver savings. Its delivery would involve a programme of integration across directorates and an unprecedented commitment to working as one organisation.
27. Achieving the Cabinet's vision will also require a renewed commitment to partnerships with public, private and voluntary sectors, and the involvement of communities and customers in the design of services. Underpinning this will be an increasingly rigorous approach to the management of finance, performance and risk as well as a new programme of staff engagement and workforce development.
28. The following ten principles will underpin the development of the organisation over the next three years:
 - Creating services with people – by working with people and communities services can be designed and delivered that respond to their specific needs. Designing approaches at a community level can also strengthen relationships between citizens and enable them to tackle shared problems together, building and utilising 'community capacity' and support networks.
 - Creating a city for people – Cardiff's strength is that it is a capital city on a human scale. By designing and developing the city in a way which puts people first Cardiff can achieve its ambition of becoming Europe's most liveable capital city.
 - One Council, One Cardiff - the way that the Council is organised in the future needs to reflect the fact that the Council is one organisation with clear priorities and processes that prevent duplication and unnecessary

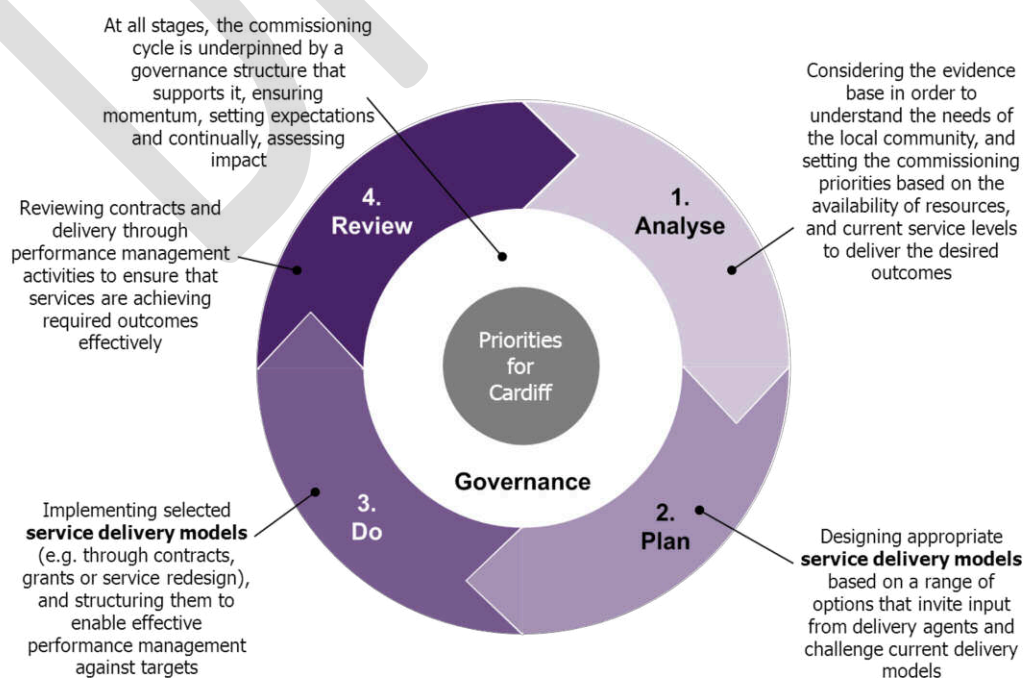
complexity. Similarly, while still delivering many services directly, the Council will increasingly lead, steer and enable a range of public, private and civic organisations to deliver services on behalf of the community.

- Working beyond our boundaries – in light of the recommendations of the ‘Williams Commission’ working with neighbouring authorities on public service delivery and on strategic development issues will need to be accelerated. Much good collaborative work is already underway, as the WLGA Corporate Peer Review noted, in the delivery of waste, education and on regulatory services. Similarly, the emerging Cardiff Capital Region approach provides a potential framework for decision making and delivery on strategic development issues, particularly in relation to transportation.
- Investing in prevention and early intervention – the Council must become a predominantly pro-active rather than reactive organisation, identifying early interventions and developing solutions with people and partners that will reduce future demand.
- A strong commercial focus - in a difficult financial environment taking bold steps to provide new income streams and reduce current operating costs will be important. Services capable of commercialisation will need to be delivered in a way that ensures costs are covered and the potential for new arrangements that allow the capacity to trade must be explored.
- Exceptional performance management - the ‘Williams Commission’ also identified performance management as a key issue facing the Welsh public sector, noting a widespread lack of clarity and consistency about the objectives which are pursued, about how progress is measured, monitored, compared and accounted for, and about the mechanisms to drive improvement. This will need to be addressed in Cardiff if rapid improvements are to be made in the quality of services delivered in the city.
- A Council that values openness and engagement - the scale of the challenge is significant and complex. It has never been more important to clearly explain the issues to local people, communities, partners and staff; to listen to and understand their views; and to harness their ideas and energy.
- A strong commitment to developing our workforce - the Council will become more, not less, dependent on the quality and dedication of its workforce. A smaller workforce will require intensive development of values, skills, knowledge, and behaviours to deliver the new operating model and steps will need to be taken to attract, develop and retain talent.
- An organisation that embraces new ways of working – new approaches to delivery will play a key part in ensuring the sustainability of public services. It will require imagination, innovation and being open to ideas

if the creativity and energy of our staff and our communities is to be unlocked. However this must be built upon a foundation of excellent financial, risk and performance management.

Reshaping Services: Adopting a Strategic Commissioning Approach

29. Achieving this level of change will require a more consistent, engaged and evidence based approach to how the Council assesses, plans and reviews the delivery of services. The Council (with partners) will need to adopt a strategic commissioning approach through which it will identify with communities the shared outcomes that are sought and ensure that services are designed around those outcomes, rather than around pre-existing services.
30. This will require the Council to fundamentally challenge the way services are currently delivered and to consider the fullest range of service delivery models and providers. Crucially, commissioning does not mean the same as outsourcing. While it is important that the “default” in-house delivery option is robustly challenged it is also important that there is no presumption about the preferred service delivery model before all the evidence is assessed.
31. Councils across the UK, and other public sector bodies, are increasingly putting strategic commissioning at the heart of how they plan and deliver services. Examples of Councils who have adopted this type of approach include the Leicestershire County Council, London Borough of Sutton, Oldham Council, London Borough of Lambeth and Gloucestershire County Council. The diagram below, adapted from Leicestershire Council, provides a useful overview of strategic commissioning cycle.



Adapted from Leicestershire Together – Strategic Commissioning Handbook 2009

32. The requirements of any commissioning process must make sense to those using the service. Commissioning will require Council staff to work with communities and citizens throughout the cycle. The delivery mechanism chosen will be that which most effectively meets identified requirements. Commissioning will not be limited to traditional service boundaries, and will increasingly involve joint commissioning and the pooling of budgets. Commissioning and procurement activity will also be used, where possible, to support the local economy and to grow the capacity of the third sector. This will mean that services can increasingly be delivered by, and within, communities.

Service Reviews

33. Although strategic commissioning will ultimately focus the Council on delivery of outcomes, a programme of Service Reviews has been instigated to ensure that the Council's services are capable of meeting current and future service demands and expectations within the constraints of the budget strategy. The service reviews will need to consider a number of factors including:

- Are the current needs and demands of those using the service being met?
- Does the service meet the Council's strategic priorities and financial strategy?
- What are the strengths, weaknesses, opportunities and threats of the current service?
- How do the costs and performance levels compare with others?
- What are the options for improving the service?

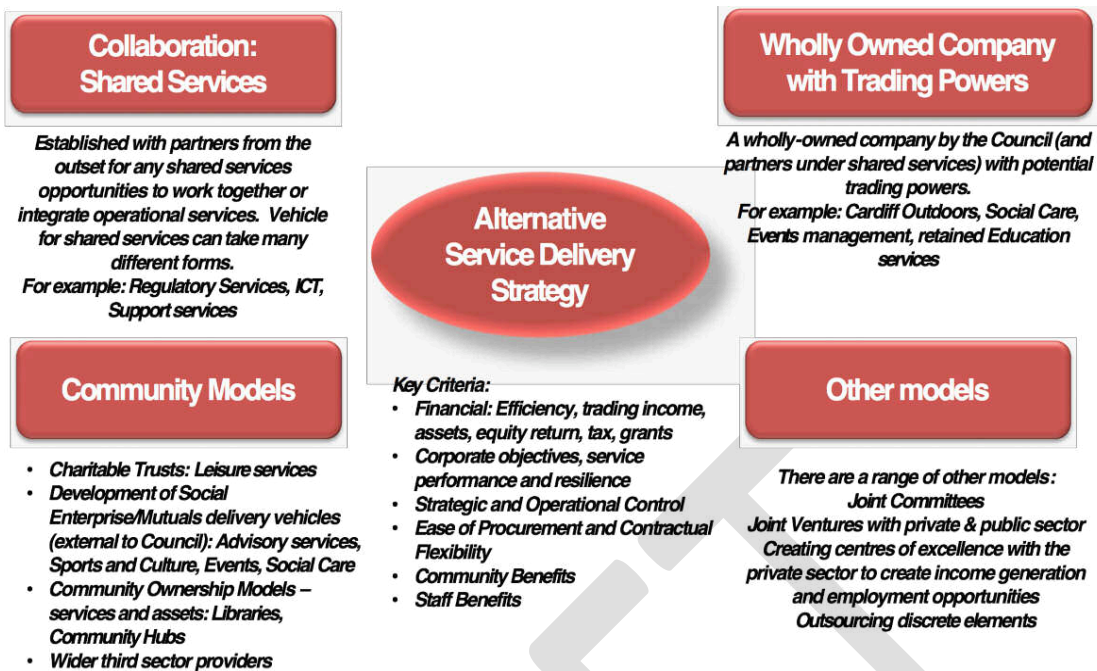
34. The Council will identify and select services for review by assessing against following criteria:

- Potential benefit of change for those using the service
- Potential to improve service quality and performance
- Potential impact of change on the organisation
- Potential for future savings, including progress against current savings target
- Potential options available for alternative service provision

Alternative Delivery Models

35. While the Council will remain the most appropriate body to deliver a number of core or statutory services, some services may be best delivered by other providers. A smaller, smarter Council will increasingly co-ordinate, commission and co-produce a mixed-economy of service provision.

36. The following diagram, included in the WLGA Peer Review report, shows the range of potential alternative service delivery models available to the Council:



37. This framework does not include in-house provision and is neither exhaustive nor prescriptive but does illustrate possible directions of travel. Alternative Delivery Models have potential, both in terms of improving service delivery and lowering operating costs. To develop the Council's expertise in this area, particularly around not-for-profit delivery mechanisms, the Council has recently joined the Cooperative Councils Innovation Network. In addition the Council has joined the Innovation Network of the Improvement and Efficiency Social Network (IESE) – a local government social enterprise, owned by local authorities, which draws on the expertise and experience of members to drive local authority savings and improvement.

38. The Council will now need to prioritise and focus resources on projects that relate to services that are experiencing intense levels of service demand and significant budgetary pressures. Where appropriate the Council will need to put in temporary measures to support a transition to alternative sustainable models, as have recently been established in relation to parks and open space provision and sport development services.

Organisational Development Programme

39. To address the key challenges set out in this report, a three-year Organisational Development Programme is proposed. It will include five work-streams which will deliver the fundamental changes needed to ensure sustainable services. The work-streams are:

- Strategic Commissioning - this work-stream will deliver a more consistent and evidence based approach to how the Council designs and delivers services. It will address the needs of our communities and focus on the delivery of prioritised outcomes. Key priorities within this work-stream will include:
 - the development and adoption of the Council's preferred approach to commissioning;

- overseeing the development of specific commissioning strategies and plans;
- co-ordinating a Council-wide programme of service reviews; and
- managing the appraisal and implementation of alternative service delivery models.

This will ensure that decisions to implement alternative service delivery models are based on a clear understanding of what the Council is trying to achieve. This work-stream is key to preparing the Council for the intense budget challenges which are anticipated for the foreseeable future.

- Engagement & Improvement – this work-stream will address the urgent need to make excellent performance planning and management the norm across the Council, incorporating action on employee engagement and development, communications, stakeholder engagement, and performance management. Up-skilling the workforce to meet future challenges is only part of the solution – there is also a need to ensure that employees feel fully engaged with their work, and have a keen understanding of the organisation's challenges and priorities. This work-stream will also include the development and implementation of rapid and sustained performance improvement in priority areas, such as education. This work will address the need for continuous improvement identified by the Peer Review, Estyn, and by the Council itself.
- Assets & Infrastructure – the key focus of the assets and infrastructure work-stream will be on rationalising and modernising the Council's estate to reduce the cost of occupying, managing and maintaining buildings and to improve operational efficiency. It will also seek to improve co-operation around property assets with other public sector service providers to ensure the Council and its partners deliver services in an optimum way. With the majority of the Council's property costs relating to schools it is also important to have a more integrated approach to the Schools Organisational Programme. This work-stream will also support the major infrastructure projects that will need to be taken forward as Cardiff enters a new phase of economic regeneration. Over forthcoming years the city will need to respond to the challenge of accommodating an unprecedented level of predicted population growth and the consequent demand for new jobs, with the delivery of key projects including the Cardiff Enterprise Zone crucial in stimulating the city's future economic success.
- Customer & Community Focus – the focus for service redesign within the Council and across the Cardiff Partnership begins with a clear understanding of the needs and aspirations of our citizens and communities. Furthermore, single service redesign cannot deliver the integration required to deliver these objectives. Delivering effective system change will require Council services and partner organisations to realign resources based on excellent community intelligence. With reduced resources across the public sector there is a clear need to

establish an integrated 'first point of contact', and to unify assessment and back office activities.

- Governance and Member Participation – the pace and extent of business change proposed in this report is unprecedented. The governance arrangements within the organisation need to be reshaped to ensure that they support the delivery of this change. The Leader has already reshaped Cabinet Portfolios in a way which provides clear focus on the key challenges and principles, but further action is envisaged to enable the scrutiny function to play a clearer role in supporting this agenda. This work-stream will also address risk management and business continuity planning, both of which will be crucial in protecting the Council during a period of rapid change.

Strategic Governance & Resourcing Arrangements

40. Given the scale of the change envisaged, and the need to maintain a clear focus on the delivery programme over a sustained period, strong governance and programme management arrangements will be essential.
41. The Leader has made clear that the Cabinet will assume collective political leadership for the organisational development programme with a key role being played by scrutiny shaping the programme. Opportunities to involve a wider cross-section of Members in the development of the programme are also being explored with the County Clerk and Monitoring Officer.
42. In addition, it is proposed that a Cardiff Peer Challenge Group should be established to provide peer challenge and feedback on the development of the programme and ensure that the Council's plans reflect national and international good practice. This advisory group will be chaired by the Leader and include the Cabinet Member with responsibility for Corporate Services & Performance. It will include appropriate external representation to support the Council on all aspects of the change and improvement process that now needs to be undertaken. The terms of reference of the Peer Challenge Group are attached to this report as Appendix 2.
43. At senior management level, the Chief Executive and the Senior Management Team will drive delivery of the organisational development programme in consultation with the Leader, Cabinet Member with responsibility for Corporate Services & Performance and the Cabinet as a whole. The structure of the internal programme management arrangements are attached to this report as Appendix 3. All necessary senior management and programme management arrangements will be realigned to support the delivery of this programme and ensure successful outcomes.

Workforce Engagement and Development

44. At the heart of the Council's approach to organisational development will be the principle that the Council's workforce is its most valuable asset and the creation of a positive and enabling culture will be a primary goal. As the Council meets the challenges outlined in this report, the contribution of staff will be crucial. Communicating clearly and regularly with staff and trade unions and ensuring that the "employee voice" is listened to over this period of change will be vital. So too will be ensuring that the organisation understands the challenges that front-line staff experience in delivering service priorities and fully considers the opportunities that they identify to improve services. The Senior Management Team will shortly be leading a programme of roadshows across the Council in order to strengthen employee involvement with the change process.
45. The Council will also need to invest to develop the skills, knowledge, attitude and behaviours of its employees. Officers will have to develop the skills that will enable them to manage new approaches to service delivery. To support staff in the immediate future, a Strategic Commissioning and Alternative Service Delivery Model toolkit is currently under development. Over the longer term a well-resourced and targeted talent strategy will be needed in order to grow, retain and where necessary attract core people. This will primarily be delivered through the Cardiff Council Academy, through continued partnership with Trade Union colleagues and the emerging network of Trade Union Learning representatives.

Reasons for Recommendations

To enable to Chief Executive, in consultation with the Leader and the Cabinet Member with responsibility for Corporate Services & Performance, to establish and deliver a three year Organisational Development Programme in line with this report.

Legal Implications

There are no direct legal implications arising from this report, but legal advice will be required throughout the planning and implementation of the Organisational Development Programme in regard to lawful processes and decision making

Financial Implications

The financial challenges facing the Council in the medium term are set out within the body of the report which identifies a base case budget reduction requirement of £92.274 million over the 3 years to 2017/18, with the shortfall increasing to £123.535 million under the worst case scenario. The scale of challenge is exacerbated further by the savings identified in 2014/15 on top of those already delivered in previous years. In addition the Council's Capital Programme over the medium term will also need to be considered, alongside its asset base, particularly given the implications for the revenue account of meeting the revenue capital charges costs of unsupported borrowing.

The Budget Strategy Report for 2015/16 will develop further the Council's financial strategy to deliver these savings over the medium term and will focus on how the Council's planning horizons can be extended at a time of complex uncertainty. The Council's Programme of Organisational Change will need to deliver a new organisational model which is realigned to the projected lower resource base of the Council. As such a key focus of the Programme will be to enable the Council to move away from "salami slicing" savings and instead focus on key business processes and policy led savings. The Budget Strategy Report will require early discussion with key stakeholders, including Scrutiny, as part of the Cardiff Debate.

The report recommends that the Chief Executive in consultation with the Leader and the Cabinet Member with responsibility for Corporate Services and Performance is authorised to allocate staff resources within the budgetary framework for 2014/15 to give priority to the Organisational Development Proposals.

The budget for Organisational Development this financial year is £1.039 million and this will be used to support this fundamental and wide-ranging programme of work and ensure that governance process identified in Appendix 3 is resourced sufficiently to ensure that the Programme is well coordinated, driven forward and based on accountability. The governance structure includes an Investment Review Board which is chaired by the Section 151 Officer the Board's terms of reference include ensuring that resources are allocated appropriately.

In addition to the base budget an Organisational Development Earmarked Reserve of £700,000 was established as part of the 2014/15 Budget for one-off funding to enable technical, professional and specialist support where required.

RECOMMENDATIONS

Cabinet is recommended to authorise the Chief Executive, in consultation with the Leader and the Cabinet Member with responsibility for Corporate Services & Performance, to:

- (1) put in place appropriate governance arrangements and support to deliver a three year Organisational Development Programme in line with this report;
- (2) establish a Cardiff Peer Challenge Group to provide strategic advice on the development of the Organisational Development Programme with terms of reference as outlined in **Appendix 2**;
- (3) implement the Organisational Development Programme attached at **Appendix 4**;
- (4) allocate staff resources, within the budgetary framework for 2014/15, to give priority to the Organisational Development Programme proposals;

- (5) report further to the Cabinet and, where appropriate the Council, on the medium and longer term service delivery options arising from the Organisational Development Programme;
- (6) arrange for a major public discussion and engagement exercise (a "Cardiff Debate") on the future of council services be held, as outlined in **Appendix 5**.

PAUL ORDERS

Chief Executive

9 May 2014

APPENDICES:

1. Peer Review Recommendations - Monitoring Schedule April 2014
2. Peer Challenge Group – Terms of Reference
3. Organisational Development Programme – Structure
4. Organisational Development Programme
5. Cardiff Debate Outline

APPENDIX 1: PEER REVIEW RECOMMENDATIONS – PROGRESS UPDATE (DRAFT NO STATUS – 30 APRIL 2014)

Our Ref	Peer Review Rec. No.	Peer Review Recommendation	Lead Responsibility	Cardiff Council Progress Update
1	1.0	That the vision of the Council is communicated and distilled for internal and external audiences.	Leader / Cabinet and Chief Executive	<p>The Cabinet have a clear vision for the Council expressed succinctly through 3 priorities that are immediate and understandable.</p> <p>The Corporate Plan, approved by Council in February 2014, ensures that the priorities are communicated and explained. The Corporate Plan also ensures that the organisation's key objectives make a clear contribution towards achieving the vision and priorities. This document has been widely circulated.</p> <p>The Corporate Plan 2014-2017 and relevant supporting documents has been published on the Council's website and provided to partner organisations who are part of the Cardiff Partnership arrangements. Further public information was also published in the April 2014 edition of the Capital Times. 'Easy-to-read' versions of the Corporate Plan 2014-2017 have also been developed for dissemination to targeted groups.</p> <p>The Council's 3 key priorities have been clearly stated on a number of occasions and feature prominently in the corporate narrative. The priorities and associated narrative is presented in a manner that will engage with a local, regional and national audience.</p> <p>The priorities have been communicated to:</p> <ul style="list-style-type: none"> • Elected Members • Employees • Council partners • Communities <p>The Budget engagement events held in December, involving community members and stakeholders from partner organisation, also communicated the Council's priorities to help inform the budget consultation.</p> <p>The 3 priorities were also emphasised in leader's inaugural address to the full Council in March 2014, and a fourth was introduced highlighting the need for the Council and its partners to change the way it designs and delivers services.</p>

Our Ref	Peer Review Rec. No.	Peer Review Recommendation	Lead Responsibility	Cardiff Council Progress Update
	3.0	Economic development is seen as the driver of Cardiff's future and therefore the Council must		
2	3.1	Exploit the opportunity which exists through the creation of the Cardiff Business Council	Leader and Director (ED)	<p>The Cardiff Business Council has also been established and work has been undertaken to develop the vision and strategy for the future economic development and growth of the city over the next 20 years. This work has been undertaken in consultation with the Cardiff Business Council as an independent voice of business.</p> <p>A formal consultation period on the on Rebuilding Momentum Green Paper took place between March and June 2013 to help shape the economic vision. The Cardiff Convention will now build upon the Green Paper and draft White Paper that has been produced.</p> <p>Work has been undertaken with the private sector to enhance Cardiff's reputation as a leading British Business City. A business plan for the Cardiff Business Council (CBC) has been developed which:</p> <ul style="list-style-type: none"> • Identified joint projects which utilise CBC resources and expertise • The establishment of a core group of city ambassadors to promote Cardiff as a leading British business city. • The development of a Corporate Social Responsibility strategy. <p>The CBC Business Plan has been drafted ahead of schedule and will be launched on 27 May 2014. The Plan will outline a number of key actions to be undertaken to lobby and represent the interests of Cardiff's business community.</p>
			Cabinet Member (E&S) and Director (ED)	<p>As part of our continuing commitment to build better relationships with the private sector which will maximise the impact of Corporate Social Responsibility a draft NEET strategy has been developed for consideration by Cabinet which proposes a range of measures. This will support the development of work-ready skills, and support young people into employment.</p> <p>The Business Governance report produced by the Economic Development Team will also develop a strategy for improving engagement with business and schools.</p>

Our Ref	Peer Review Rec. No.	Peer Review Recommendation	Lead Responsibility	Cardiff Council Progress Update
3	3.2	Exploit the relationships now existing with higher education bodies	Leader and Directors (ED and SPHTT)	<p>Work is being progressed with Cardiff University to deliver the ambitious Science and Innovation Park development as a centre for international research excellence.</p> <p>Officers are currently supporting Cardiff University in developing the business case for a new Innovation Centre as part of the Science and Innovation Park.</p> <p>Cabinet approved the disposal of the Council's interest in the Cardiff Medicentre on 29th January 2014.</p>
			Leader and Director (ED)	<p>Work is being undertaken to ensure that the city's universities are fully engaged in the work of Cardiff Business Council. This is placing University research and expertise at the heart of the economic development of the city</p> <p>The Vice Chancellors of Cardiff University and Cardiff Metropolitan University have been appointed to the Board of Cardiff Business Council</p>
			Leader and Director (ED)	<p>EU and additional external funding is being explored to develop joint business and academia initiatives.</p> <p>A briefing paper has been produced for a new structural funds programme and advisory meetings have been arranged with directors and Wales European Funding Office officials.</p>
			Cabinet Member (E&S) and Director (ED)	<p>Discussions have begun with Cardiff & Vale College linking training and development support for the Enterprise Zone. A working group is now being established that will bring together key partners to identify funding streams, including Structural Funds.</p>
			Leader and Director (ED)	<p>Cardiff Council has joined the Eurocities network to re-engage with international cities and partners, officers will also be participating in the next Eurocities event in Edinburgh.</p> <p>Delegates from Cardiff Council, Cardiff Business Council and 14 private sector partners attended the MIPIM event (at Cannes) – successfully raising the business profile of Cardiff and Wales and generated significant business leads that are currently being developed. Momentum will be continued at MIPIM UK London in October 2014.</p>

Our Ref	Peer Review Rec. No.	Peer Review Recommendation	Lead Responsibility	Cardiff Council Progress Update
4	3.3	Consider the barriers to Cardiff's aspiration to attract foreign investments and in particular options to improve transport and the environment	Leader and Director (ED)	First stage consultation on the city branding exercise is now complete. Meanwhile a community engagement programme will be developed in partnership with Media Wales in the summer which will align with new website and brand launch in the Autumn.
			All Cabinet All Directors	<p>Work to develop a stronger 'city product' through investment in key business infrastructure, including improving the city's property, transport, connectivity and recreational infrastructure is being progressed. This involves:</p> <ul style="list-style-type: none"> • work with Welsh Government to develop the Central Cardiff Enterprise Zone & Cardiff Bay • work to identify an International Convention Centre and Indoor Arena delivery partner, subject to development and consideration of a robust business case • developing a transport strategy, including the delivery of major infrastructure projects • the development of an Economic Development White Paper that will inform the development of Cardiff Convention. • the development of a new Cardiff Bay Development Strategy, including actions to develop the area (including ISV) as a visitor destination to be considered by Cabinet • the development of an Energy Prospectus, to include attracting and developing green technology business <p>The Central Cardiff Enterprise zone report was approved by Cabinet in September 2013 and engagement Heads of Terms are currently being agreed with the developer. Acquisition of land holdings in the area has also commenced.</p>

Our Ref	Peer Review Rec. No.	Peer Review Recommendation	Lead Responsibility	Cardiff Council Progress Update
				<p>The Dumballs Road Regeneration scheme was approved by Cabinet in October 2013 with a forum to be established imminently. Heads of Terms are currently being finalised alongside the consideration of an affordable housing head-lease.</p> <p>Proposals for an International Convention Centre and an Indoor Arena were approved by Cabinet in September 2013 and market interest engagement activities commenced in October 2013.</p> <p>The Economic Development team has convened a meeting between Strategic Planning, Highways, Traffic & Transportation and the Wales European Funding Office.</p> <p>A business case is being developed for financial investment in a number of energy projects such as the Energy from Waste Plant and the Solar Farm at Lamby Way. They form part of a suite of energy infrastructure projects which are included in an “invest to earn” proposition by the Council. The propositions will be outlined in the forthcoming ‘Energy Prospectus’ Green Paper, which builds on the recommendations of the Cabinet Report of 22 July 2013, entitled ‘Energy Management & Opportunities for Affordable Heating’.</p>
			<p>Leader and Directors (ED and SPHTT)</p>	<p>We will develop a city-region approach to strategic development and work with the City-Region Board to identify investment and transport priorities, and ensuring that Cardiff’s development benefits the wider region.</p> <p>We will work with partners to develop the metro concept for South Wales (City-region timetable)</p> <p>We will work with partners to progress regional economic strategy for South East Wales (City-region timetable)</p> <p>An officer has been seconded to support the City-Region Board.</p> <p>A report on the metro concept was considered by Cabinet on 21 February 2014.</p> <p>South East Wales Regional Strategic Framework document considered by Cabinet on 16 December 2013. ‘Cardiff Capital Region’ has also been announced as the city-region name.</p>

Our Ref	Peer Review Rec. No.	Peer Review Recommendation	Lead Responsibility	Cardiff Council Progress Update
	4	Education is a vital service in terms of providing skills for employment and continuing and higher education, and must secure a solid and forward looking basis for:		
6	4.1	Securing improved attainment across all schools and at all stages in each young person's education.	Cabinet Member (E&S) and Director (ELL)	<p>Cardiff Council has:</p> <ul style="list-style-type: none"> • Developed a new Education Development Board which is part of Cardiff Councils integrated partnership arrangements • Established a new Education Development Plan focussed on improving outcomes, provision and leadership & management. <p>The Estyn monitoring visit in February 2014 judged that the Local Authority requires significant improvement, however it was acknowledged that the Education Development Plan was 'clear and prioritised'.</p> <p>Estyn also noted that the Cabinet Members, Directors and the Chief Executive were providing clear expectations and stronger performance challenge.</p> <p>The Education Development Board, chaired by the Cabinet Member for Education & Skills and comprising head teachers, further education colleges, university and business community representatives, met for the first time during September 2013 and a monthly programme of meetings has been established. The Board to date has met 8 times.</p>

7	4.2	Narrowing the variations in performance within and between schools, and performing consistently well against schools in similar authorities across Wales and England.	Cabinet Member (E&S) and Director (ELL)	<p>Cardiff has played a key role in establishing the Central South Challenge led by Professor Mel Ainscow. This work has been endorsed by Welsh Government in their introduction of the Challenge Cymru, with Prof Ainscow as lead adviser. Cardiff Headteachers have been strong peer champions of this development.</p> <p>Estyn noted that the role and expectations of the Local Authority in challenging system leaders have been clearly set out. The Consortium has re-structured and re-specified the role of what are now to be called 'Challenge Advisers'.</p> <p>Cardiff Council now commission appropriate and tailored school improvement services from Central South Consortium (CSC).</p>
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Our Ref	Peer Review Rec. No.	Peer Review Recommendation	Lead Responsibility	Cardiff Council Progress Update
8	4.3	Using opportunities to share best practice evident in Cardiff and elsewhere to improve pupil outcomes.	Cabinet Member (E&S) and Director (ELL)	<p>Cardiff has worked with schools and partners to establish the Central South Consortium (CSC) and will develop a clear approach for sector led improvement. The Central South Challenge will drive school led improvement across the Central South Consortium region.</p> <p>A review of the Outstanding Teacher Programme and new links with Challenge Areas in England, through the Education Development Board, represent important opportunities for further progress.</p>
9	4.4	Carefully assessing all possible means of support for school effectiveness, including current consortium arrangements, and obtaining the best possible deal for children & young people.	Cabinet Member (E&S) and Director (ELL)	<p>The newly established Education Development Board will take a strategic lead in evaluating impact of improvement actions and to advise on changes to be made.</p> <p>The revised Central South Consortium Business Plan for 2014-15 is now also significantly different from preceding practice. This provides a stronger focus on key consortium tasks and acknowledges the need to invest resource for achieving improvement in schools, with clear accountability for impact through the school to school support programme.</p>
10	4.5	Securing a position whereby the authority is not in Estyn monitoring, by appropriate engagement with the Regulators and using an effective Improvement Board as part of that process.	Cabinet Member (E&S) and Director (ELL)	<p>The Education Development Board and Education Development Plan focuses on improving outcomes, provision and leadership & management.</p> <p>Estyn gave a 'requires significant improvement' judgement following the February 2014 monitoring visit. It acknowledged the capacity to improve and an Action Plan was completed within 10 working days.</p> <p>A specific action plan in response to the Estyn Recommendations has been submitted to Estyn and the Welsh Government. An Education Improvement Group will be established to oversee delivery and chaired by the Chief Executive.</p>

Our Ref	Peer Review Rec. No.	Peer Review Recommendation	Lead Responsibility	Cardiff Council Progress Update
11	4.6	Engaging with universities in the area to best effect in terms of achieving and developing long term opportunities for learners of all ages to acquire skills and knowledge consistent with long term economic prosperity	Cabinet Member (E&S) and Director (ELL)	<p>Cardiff Council has strengthened collaborative arrangements with external organisations by establishing a formal education programme board within the Cardiff Partnership structure. This has enabled the further integration of education within the Cardiff Partnership Arrangements, specifically by ensuring strong links with other member of the Cardiff Partnership and the Cardiff Business Council.</p> <p>Strengthened collaborative arrangements now see Universities as members of the Education Programme Board and this has enabled:</p> <ul style="list-style-type: none"> • Prof Chris Taylor of Cardiff University to engage with Cardiff Head teachers at a seminar on the use of the Pupil Deprivation Grant. • Cardiff Metropolitan University students to act as maths mentors in local schools • Cardiff Metropolitan University to host an exhibition in County Hall Reception about Initial Teacher Training placement work in Cardiff primary schools.

Our Ref	Peer Review Rec. No.	Peer Review Recommendation	Lead Responsibility	Cardiff Council Progress Update
	5	Social Services		
12	5.1	<p>The Council places great reliance on high cost service provision for older people. Gate-keeping to manage costs through good assessment and regular review is essential. The Council should set a clear strategy for action</p>	<p>Cabinet Members (HH&W & EYC&F) and Directors (HSC, CS, and CH&CS)</p>	<p>An Adult Social Care Review Team is permanently established with outputs/outcomes monitored weekly. An Assessment & Care Management Business Process Review has also been established which aims to deliver improved customer focus and improved efficiency for service users and leaner processes/less bureaucracy.</p> <p>Planning is at an advanced on delivery of a single gateway customer access point for social care in line with “One Council” approach. This is being delivered in conjunction with the Communities, Housing and Customer Service Directorate. The team will be in place by May 2014. Delivery will be supported through the Welsh Government’s Intermediate Care Fund which will enable the development of preventative services such as supported and accessible “step-down from hospital” housing, improved telecare and 24/7 offer of support for some services. All this is being underpinned by robust governance across partner organisations including the local Health Board, Vale of Glamorgan Council and 3rd Sector organisations.</p> <p>Co-located integrated health & social care Community Resource Teams have also been established in local centres in the North West and South East Neighbourhood Partnership Areas.</p> <p>Cabinet have agreed an Integrated Framework for the delivery of services for older people. Successful working continues with joint appointments to deliver the Social Services & Well-Being (W) Bill and Cardiff Council senior officer participation with Welsh Government on shaping the bill and regulations</p> <p>A review of Hospital based social care services is planned as Phase 2 of the Assessment & Care Management Business Process Review which commenced in March 2014. Planned delivery of changes in Autumn 2014.</p> <p>A long term commissioning group has already been established with the Vale of Glamorgan Council and UHB. Recruitment of a senior manager with responsibility for Health & Social Care commissioning is progressing. In the interim, a commissioning development programme has been established to address and develop new framework contracts which will take on board the outcomes of the Task Force Report considered by Cabinet on 13 March 2014.</p>

Our Ref	Peer Review Rec. No.	Peer Review Recommendation	Lead Responsibility	Cardiff Council Progress Update
13	5.2	<p>The fact that financial pressures exist and significant savings are required did not appear to have created a sense of urgency. Priority has to be given to service remodelling and should be undertaken as soon as possible.</p>		<p>In December 2013, Cabinet agreed proposals to commence market testing with Social Impact Bond providers. Cross Directorate Social Impact Bond Project Teams and Directors' governance arrangements have been established. Market testing has commenced and expressions of interest from potential provider partners are due to be returned on 30 April 2014.</p> <p>Some service reviews have already commenced and these have led to improved contract compliance management and business process reviews across assessment and care management.</p> <p>Plans to commence a market testing exercise to inform future commissioning of services are being scoped across the full range of adult care services.</p> <p>The Regional Collaboration Funding has enabled improved performance in Assessment and Care Management, as well as the development of strategic service commissioning in Learning Disabilities. In services for older people, work has commenced on developing a unified gateway access to the Council with development of more preventive services to enable people to live at home independently for longer.</p> <p>An external expert feasibility study in relation to 'Transitions' has been commissioned and the draft report has been received, setting out recommendations for service improvement and remodelling. The report is currently being finalised and considered by key partners by the end of May 2014 to plan next steps.</p>

14	5.3	The Council needs to determine its service model to safeguard vulnerable people and increase value for money to meet the financial and service challenges	Cabinet Members (HH&W & EYC&F) and Directors (HSC & CS)	<p>The Cabinet have agreed to establish a whole Council Safeguarding Function by amalgamating existing Education, Adults and Children's Services Directorate safeguarding resources and expertise under the Director of Social Services. The Operational Manager (Safeguarding) has been appointed and will develop an Implementation Plan. Work has also been completed on the merger of the Cardiff & Vale of Glamorgan Area Adult Protection Committees to become the Joint Cardiff & Vale of Glamorgan Local Safeguarding Adults Board, which will commence from April 2014.</p> <p>The Cabinet have agreed to establish a joint Cardiff and Vale of Glamorgan LSCB in September 2013. The first self-evaluation exercise was completed on 20 February 2014. The website and branding of the joint LSCB was completed in consultation with children. Key shared priorities have been agreed and the Business Plan is scheduled for sign off in May 2014.</p> <p>The Assessment & Care Management Business Process Review commenced in March 2014. The review of existing ICT systems is about to commence to ensure greater emphasis on customer-centric business change and a provider is being sourced to deliver changes to the way our social care records database is used.</p> <p>The Director of Children's Services will bring forward Police and Children's Services led proposals to strengthen inter-agency assessment, prioritisation and risk management regarding all safeguarding referral taking. National developments over the last 2-3 years known as Multi-Agency Safeguarding Hubs (MASH) will provide the template for developing the proposals taking into account latest national evaluations. The project will focus initially on children with a view to widening the remit to include adults in a subsequent phase. In principle discussions will be initiated with the Vale of Glamorgan Council to consider a joint project.</p> <p>The latest national intelligence has cast doubt on the effectiveness of MASH arrangements in some pioneer authorities, with one council rated as 'inadequate' by Ofsted for safeguarding. Alternative or revised models which have learned the lessons from pioneers are established elsewhere and a site visit to one of these authorities (Leeds) has been undertaken. The Director is currently exploring the potential for a development partnership with Leeds to enable accelerated development of a Cardiff model.</p>
15	5.4	The Council should look externally at examples of good practice across the United Kingdom to model future services which deliver safe, efficient and cost	Cabinet Members (HH&W & EYC&F) and Directors (HSC & CS)	The Council considered the recommendations of the Task Force which has been examining best practice and innovative models of domiciliary care provision. The report was completed in December 2013 and considered by the Community & Adult Services Scrutiny Committee. The report was agreed by Cabinet on 13 March 2014. The outcomes will support how we commission a new domiciliary care framework contract and how we introduce independent service brokerage underpinned by a robust commissioning strategy for the delivery of care provider services with improvements in the take-up of Direct Payments. Developments in relation to Social Impact Bonds, Disabled Children and the Local Safeguarding Children Board are based on national best practice

		effective results		
Our Ref	Peer Review Rec. No.	Peer Review Recommendation	Lead Responsibility	Cardiff Council Progress Update
	10.0	The Peer Review Team also noted a number of risks and issues and it is essential that the Cabinet receive information on each of those topic areas and of any others that Officers are aware:		
16	10.1	There is an urgent need to look at the costs of implementation of such a radical programme in relation to redundancy costs and implications on the pension fund	Cabinet Member (CS&P) CD Resources	<p>A technical paper was prepared which considered the budgeted provision for redundancy costs, potential exposure to severance costs over the medium term and options for financing. This exercise formed part of a wider Balance Sheet Review / Financial Resilience work and informed the in-year budget monitoring process, the 2014/15 budget setting process and the Medium term Financial Plan.</p> <p>Due to changes in accounting policy, the costs of voluntary severance in 2014/15 needed to be accounted for in the 2013/14 financial year. Due to the significance of this sum, part of this amount has been earmarked from reserves and will be required to be subsequently replenished, as set out in the Budget Report 2014/15.</p> <p>The Redeployment Policy has been reviewed and a new policy was agreed by Cabinet on 16 December 2013, which took effect from 1 January 2014.</p> <p>As part of the Workforce Package, the current Voluntary Severance (VS) Scheme will be protected until 31 March 2015. Commitments have been made to review the corporate VS scheme and for it to be implemented from April 2015.</p>
17	10.2	A plan for consulting with the staff and the trade unions needs to be put in place quickly but this is difficult until the scale and impact of the plans is established. The absence of an integrated Workforce Plan is a major problem in this regard	DL and CD Resources/ Chief Officer HR	<p>As part of the 2014/15 budget process, a budget communications plan was prepared and a budget communications board was also established which met weekly to review and agree key messages that were disseminated to employees, trade unions and scrutiny committees. In addition, directorate-specific and Trade Union meetings were established to enable consultation to take place. The Council Wide 'Employee Voices' survey also confirmed that employees were aware of the significant impact of the 2014/15 Budget and provided them with an opportunity to feedback their views/suggestions into the process.</p> <p>A two week programme of Employee Engagement Roadshows will be held from 7-20 May 2014 to facilitate a new staff conversation at these events, which will be used to inform the development of a new Employee Engagement Strategy. A new Organisational Development Plan is also due to be considered by Cabinet in May 2014.</p>
18	10.3	Major investments such as the CRM	Cabinet Member (CH&NR) and	A business case was produced covering all planned phases of Customer Relationship Management (CRM) deployment utilising the 5 case model to ensure that all organisational perspectives are

	should be subjected to a detailed business case and the reduction in levels of delegated authority to Officers will help exercise a Member overview of these decisions	All Directors	<p>included. Stakeholders from Directorates have been included in the production of the business case.</p> <p>Work is ongoing to review existing levels of delegated authorities for both officers and members. The Terms of Reference of a Constitution Committee Task Group to support this work were agreed by the Constitution Committee on 18 September 2013. An updated Scheme of Delegations was agreed at Constitution Committee and Council on 22 and 30 January 2014 respectively.</p>
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Our Ref	Peer Review Rec. No.	Peer Review Recommendation	Lead Responsibility	Cardiff Council Progress Update
	9.0	The Peer Review recognises a number of opportunities that need to be progressed urgently and in particular:		
19	9.1	The trawl of the balance sheet is finalised to produce funds to invest in delivering the ambitious change agenda	Cabinet Member (CS&P) CD (Resources)	An officer review of the balance sheet has been undertaken identifying risks and opportunities. It also included consideration of fixed assets, provisions and reserves and the maximisation of working capital. A technical paper was prepared which encompassed the balance sheet review and considered opportunities to release cash, balanced with the need to ensure an appropriate level of financial resilience over the medium term period to inform the Council's Budget Strategy moving forward. The key issues within this were included in the Budget Strategy Update Report to Cabinet in November 2013. The issues and opportunities identified were, where relevant, incorporated into the 2014/15 Budget Report and in particular the Medium Term Financial Plan.
20	9.2	The consideration of a change to Minimum Revenue Position (MRP) is finalised and any funds realised identified as quickly as possible	Cabinet Member (CS&P) CD (Resources)	Scenarios were modelled around Minimum Revenue Position (MRP) options as part of a wider technical paper encompassing the balance sheet review. The paper considered opportunities to release cash, balanced with the need to ensure an appropriate level of financial resilience and prudence over the medium term period. As part of the balance sheet review, a full review of the Council's position in respect of the MRP position was identified. The Budget Strategy Update Report to Cabinet in November 2013 identified this opportunity and recommended that officers take forward proposals realise the opportunities identified. The 2014/15 Budget Report approved an updated MRP to be applied from 2013/14 onwards, which allows the Council to continue to make a prudent allocation for the repayment of debt and also releases additional sums into the Council's budget.
21	9.3	That urgent attention is given to the rationalisation and effective use of Council premises releasing revenue savings in the short run, and producing capital receipts in the longer terms and that this review takes into account the predicted staffing changes going	Cabinet Member (CS&P) Director (ED) Director (CH&CS)	<p>The Asset Management Board has identified assets for release as part of the 2014/15 budget setting process.</p> <p>The Hubs programme is bringing together and joining up Council and partner services in neighbourhood areas. The over-riding objective, as set out in the Corporate Plan, is to "develop a new approach to customer management that improves Council services, makes them more accessible, convenient and easier to engage". Hub projects have identified opportunities to realign and integrate services and facilities, share resources and reduce costs, in a way which is responsive to the needs and priorities of individual communities.</p> <p>Following the success of the Hub pilots that have shown very high customer satisfaction and increased footfall, the programme is being rolled out across the city:</p>

	forward		<p><u>Sploft Community Hub</u> – Cabinet approved the Business Justification Case to develop a new hub at Sploft Park on 29 January 2014. The new building will provide Council and partner advice services, a library, multipurpose community rooms, gym/fitness suites, café, swimming pool. This will enable the closure of Star Leisure Centre and Library.</p> <p><u>Community Provision in Pentwyn</u> – Cabinet agreed in principle on 16 January 2014 to the closure and sale of the Dome and refurbishment of the Powerhouse subject to consultation.</p> <p><u>Jasmine/Ely Hub</u> – work has started on site with planned completion in July 2014. The new site will have Council and Partner Advice Services, Training/Community Rooms, Café and Library.</p> <p><u>Grangetown Hub</u> – initial designs and layout have been agreed and the planning application was submitted in February 2014.</p> <p><u>Marland House Advice Hub</u> – the Council has now taken over the lease and a full ‘Into Work’ service will be provided centrally with additional outreach work. Specific sites providing ‘into work’ services in Clare Road and City Road are therefore surplus to requirements.</p> <p><u>St Mellons</u> – plans for the extension to St Mellons Hub are under preparation and this will allow the Enterprise building to move into the hub. Further expansions are also planned.</p> <p>Further scoping work is taking place on buildings and Hub provision in Llandaff North, Llanishen and Penylan.</p>
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Our Ref	Peer Review Rec. No.	Peer Review Recommendation	Lead Responsibility	Cardiff Council Progress Update
		6.0		Other service opportunities for the Council to consider
22	6.1	Progress the customer services strategy but develop a robust business case for investment in technology and channel shift including a CRM SAP solution. Services need to be engaged in the process to own the strategy.	Cabinet Member (CH&NR) Director (CH&CS) All Directors	<p>This vision for a One Council approach to customer management in Cardiff is supported by the following enablers:</p> <ul style="list-style-type: none"> • A redesign of the customer management function to support a single view of the 'customer' data • The transition from the current 'contact' approach across the Authority to a standardised customer relationship management approach • The adoption of SAP best practice processes and associated change in culture • The establishment of a master customer data source • The development of multi-channel access to deliver cost reductions through channel shift. <p>The council has initiated a Customer Management Programme to help meet the key principles of the Council's 'One Council' approach to Customer Management. The approach has been communicated to senior and operational managers across the Council. Information on the approach and the 5 key principles is now widely available and has been built into communications around change activity.</p> <p>Following the successful delivery and sign off of the Blueprint phase, a new project will be set up to manage and deliver the Realisation of the Business Blueprint for phase 1. The Blueprint was completed on 7 February 2014, along with the high level Roadmap and Deployment Assessment Mechanism.</p> <p>Service areas are working together to deliver the outcomes that customers now require and they will be delivered by the Senior Management Team through a corporate problem-solving based approach. The change programme will deliver a framework for organisational improvement and budget efficiencies. As per ref 18 (10.3) A detailed business case identifying the range of costs and benefits, including risks has been developed. Within the Business case the future operating model for Customer services is articulated as this is necessary for the benefits to be extracted.</p>
23	6.2	Further develop Cardiff Outdoors and consider all services that could be included to maximise efficiency	Cabinet Member (Env) and Director (Env)	The Cardiff Outdoors work has identified and delivered savings by finding synergies in services that improve the management of the local environment. A cross-directorate team has met to refresh the Cardiff Outdoor activities to ensure timely progress. Service improvement events are scheduled to progress detailed development. A number of workstreams have developed to make efficiencies, including Vegetation Management; Pest Control; Flytipping / Bulky Waste;

				Cleansing Redesign; Business Support and Housing Enforcement.
24	6.3	Consider robust corporate debt and single financial assessment solution	Cabinet Member (CS&P & C&CE&D) and CD Resources and Director (CH&CS)	A single financial assessment solution has been recognised as part of the "One Council" approach. Underpinning technology is being developed and it is recognised that the alignment of these business processes across the Council will yield savings. The principle of a single financial assessment solution has been established and is supported by the Cabinet and Senior Management Team. A data collection exercise is being undertaken to establish which areas should be prioritised and to ensure that the maximum benefits are optimised early.
25	6.4	Progress the strategy for Housing investment and Social Care community models	Cabinet Member of (HH&W & EYC&F) and Director (H&SC) and Director (CH&CS)	<p>Work has commenced to consider the use of existing social housing stock to meet identified social care needs, providing better outcomes for residents and potentially reducing costs.</p> <p>A new Independent Living Support Service and Gateway Model is being developed. The services that can be accessed through the Gateway include; benefit/financial advice, community alarm, telecare, location tracking, adaptations, community meals, housing support, local social activities, home care and extra care housing. A pilot to improve prevention is currently being scoped that will work with GPs to direct clients to the Gateway service. A Smart House will also be developed to demonstrate the available technology to support independent living.</p> <p>The application to the Intermediary Care Fund has been successful and will enable significant progress in this area. A Strategic Implementation Group, which includes partners from Cardiff Council, Vale of Glamorgan Council, Cardiff & Vale University Health Board and the Third Sector, has been set up to lead the project and provide robust governance arrangements.</p>
26	6.5	Ensure alignment of economic development related services including Strategic Planning and Sports and Culture services	Leader & Cabinet Members (TP&S, CDC&SE) All Directors	Both the Directors of Economic Development and Sport, Leisure & Culture are now members of the Cardiff Business Council and are working with the Director of Strategic Planning, Highways & Traffic & Transport on the master-planning of strategic developments and major transport improvements across the city.
27	6.6	Develop a technology strategy to support the change required to meet the financial challenge and the economic development strategy	Cabinet Member (CS&P) Directors (ED and CH&CS)	The Customer Management Strategy provides the framework for driving business improvements and efficiencies in customer requests for services and the delivery of services. It also assists in simplifying the internal communications between service areas on matters of delivery to customers. The Customer Management Strategy has been communicated widely and a related business case is being developed to understand the range of potential efficiencies and improvements that can be made, as well as the areas they are likely to occur. A corporate Electronic Document and Record Management platform has also been procured and is in delivery. A roadmap for initial take up by Directorates has also been established.

	7.0	Alternative Service Delivery models are identified as a core strategy for the Council to consider in meeting its financial challenge. The Council is already considering some models but needs to:		
28	7.1	Develop a clear strategy and framework for the organisation supported by training and development.	Cabinet Member (CDC&SE) Chief Executive	A new Organisational Development Plan will be considered by Cabinet in May 2014. A review of the Behavioural Competency Framework has been undertaken in consultation with stakeholders and is currently being piloted. The anticipated roll out of the revised framework is April/May 2014. A review of the full 2014/15 Academy programme is also underway to ensure alignment with organisational change requirements.
29	7.2	Identify opportunities for different models to be considered within the service planning process but ensure that where appropriate services are bundled together.	Cabinet Member (CDC&SE) All Directors	A member of the Peer Review team presented options to Cabinet regarding Alternative Service Delivery models. He also held meetings with individual directors and assisted in providing information about specific Alternative Service Delivery models. A revised Service Planning framework has been developed, which includes a section on Alternative Service Delivery that is expected to provide details of existing work and future opportunities.
30	7.3	Develop a robust governance and business case development process with clear criteria	Cabinet Member (CDC&SE) Chief Executive / CD Resources	A new Organisational Development Plan will be considered by Cabinet in May 2014.
31	7.4	Identify learning and best practice from experiences elsewhere	Cabinet Member (CDC&SE) All Directors	A member of the Peer Review team presented options to Cabinet regarding Alternative Service Delivery models. He also held meetings with individual directors and assisted in providing information about specific Alternative Service Delivery models. A joint Senior Management Team meeting with the Vale of Glamorgan Council took place on 8 October 2013 to explore further opportunities for joint working. Directors have also been encouraged to utilise their own expertise and experience from elsewhere and to look for examples of best practice from other local authorities.
32	7.5	Specifically, assess the rationale and develop a business case for the proposed model identified by the Council for Social Care	Cabinet Member (HH&W)	The Health & Social Care Task & Finish Group completed its work in November 2013. A final report including recommendations was considered by the Community & Adult Services Scrutiny Committee on 8 January 2014. This was considered subsequently by the Cabinet in March 2014.

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Our Ref	Peer Review Rec. No.	Peer Review Recommendation	Lead Responsibility	Cardiff Council Progress Update
33	7.6	Progress the Regulatory services collaboration project	Cabinet Member (Env) / Director (Env)	A report was considered in July 2013 by all participating local authorities, recommending the appointment of the CEX of Bridgend Council as the project sponsor and the Head of Regulatory Services at Cardiff Council as the project manager. External support was also engaged to provide a target operating model, business case and implementation plan for the proposed regional service and WS Atkins Limited was appointed in September 2013 to undertake this work, which was presented to the Shadow Joint Committee on 28 November 2013. The Cardiff Partnership Board met on 19 February 2014 and received a project update on progress. Collaborative work is ongoing to develop a target operating model, business case and implementation plan for consideration by each Council in 2014.
34	7.7	Further develop early considerations for the Sport, Leisure and Culture portfolio and Cardiff Outdoors across the range of models including Charitable Trusts, Social Enterprises and wholly-owned entities	Cabinet Members (CDC&SE and Env) and Director (SL&C)	An Economy and Culture Scrutiny Committee task & finish exercise commenced in October 2013 to consider models for the management of leisure centres, play centres and arts venues which will inform budget options in future years. Terms of reference and membership of the Economy & Culture Scrutiny Committee task & finish group have been agreed. Best practice is currently being researched. Work is currently being undertaken with MAX Associates and various explorations with local partners on Community Asset Transfer, commissioning, disposals and service partnerships. A meeting has been held with WLGA Leisure Policy Lead to brief task group members on Wales-wide issues with asset transfer in Wales. A Member learning visit to leisure facilities in Bridgend was undertaken on 3 March 2014.
35	7.8	Community ownership and service delivery models to be included as part of the strategy		Further to the update provide in section 34 (above), Community Asset Transfer is one option falling under the terms of reference of the review. Further community ownership models come under the terms of reference. A Community Asset Transfer Strategy was approved by the Cabinet in January 2014..

Our Ref	Peer Review Rec. No.	Peer Review Recommendation	Lead Responsibility	Cardiff Council Progress Update
	8.0	Service Planning and performance monitoring are currently inadequate for the scale of the challenge and the following are priorities:		
	8.0	Service Planning and performance monitoring are currently inadequate for the scale of the challenge	Cabinet Member (CS&P) CD (Resources) / AD (SLC)	<p>The methodology of performance monitoring and reporting has been reviewed to ensure that there is a clearer alignment between service and financial performance and that accountabilities for delivery are clear and understood. Best practice for performance & financial reporting methodologies has also been researched.</p> <p>Internal challenge sessions led by relevant Cabinet Members have been introduced to ensure that performance indicators and targets contained within service plans are robust, challenging and take account of reducing resources. Challenge sessions have been introduced to facilitate robust Cabinet Member and Director examination of performance and priorities for remedial action. These sessions made a critical contribution to the improved financial position which was reported to Cabinet in December 2013 (Month 6).</p> <p>The Senior Management Team's peer challenge of performance reports introduced for Q3 to ensure that robust assessments of the current position is reported and facilitates cross directorate solutions to common issues. The Q3 reporting process was also amended to enable a more rounded view of performance to be presented – capturing corporate priorities, core service delivery, finance, management and risk.</p> <p>Any new performance reporting framework will be based on best practice and include improvements in the areas of:</p> <ul style="list-style-type: none"> - Performance reporting - Evaluation - Representing a balanced picture of performance including financial aspects of delivering the Council's priorities - Challenging internally set targets <p>A revised Service Planning framework has been prepared, drawing together; delivering the corporate priorities, partnership priorities, delivery of 'business as usual'; financial planning and planning for future challenges. Services are being provided with targeted support while planning to drive a consistency of approach.</p>

36	8.1	<p>The Financial remit covering the next 3 years should be translated into a business plan with firm and outline plans to deliver that change across the full period. Inevitably the nearer years will often have more concrete plans but others will need to be tracked and developed urgently to produce the more radical change programme needed</p>	<p>Cabinet Member (CS&P) CD Resources</p>	<p>The Council has reviewed viewing the current budget cycle to embed a multi-year approach. An additional Budget Strategy Report was considered by the Cabinet in November 2013 following the provisional settlement from the Welsh Government. The report considered again the MTFP, the adequacy of savings targets and potentially be the vehicle for early budgetary decisions (for 2014/15 and beyond). It is recognised that some budget proposals may need Cabinet decisions early in the budget process to enable the full quantum of savings to be achieved as soon as possible.</p> <p>Joint Cabinet/Director meetings have commenced to set the future direction of the Council across the medium term. Opportunities with neighbouring councils are also being considered.</p> <p>A report to Cabinet in December 2013 identified a number of proposals in respect of the 2014/15 Budget which required early consideration. A number of these proposals were then considered as separate consultations in the run up to the budget setting process.</p> <p>The 2014/15 Budget Report identified a budget reduction requirement for the following three years of £92m. An updated Financial Strategy is being prepared to project both the decision and implications of this reduction requirement at a directorate level.</p> <p>As part of the 2015/16 Budget Strategy Report the budget savings for each directorate will be considered with respect to the later years of the MTFP, and in view of the outcome of the provisional settlement.</p>
37	8.2	<p>The service plans developed should be assessed regarding the opportunities for internal efficiencies, changes to service performance, levels and volumes and opportunities for external alternative service delivery models as set out in the Service Financial Strategy model in this [Peer Review] report. The same approach should be applied to corporate services and initiatives</p>	<p>All Cabinet Chief Executive / All Directors</p>	<p>The Budget Strategy report agreed by Council in July 2013 identified key drivers for savings as being policy led savings, corporate business process savings and discrete directorate led savings. This categorisation of savings drivers ensures that opportunities can be identified and considered within the budget setting process.</p> <p>Savings proposals from directorates were submitted at the end of September 2013 in accordance with these savings drivers and a robust challenge process involving Cabinet Members was undertaken.</p> <p>A Budget Strategy Update Report was considered by Cabinet in November 2013 setting out the requirement to identify an additional sum of £17M bringing the total to £50M following the Welsh Government's announcement of the Provisional Settlement.</p> <p>Following a previous delegation to the Interim Head of Paid Service in consultation with the relevant Cabinet Member, a targeted directorate approach to the identification of the additional sum of £17m was taken forward.</p>

Our Ref	Peer Review Rec. No.	Peer Review Recommendation	Lead Responsibility	Cardiff Council Progress Update
38	8.3	That the multi-year focus recommended is put in place throughout the summer so that the Cabinet can have a full range of options to consider against the medium term financial strategy before they set the Budget for 2014/15	Cabinet Member (CS&P) CD (Resources)	<p>The budget cycle is being reviewed to embed a multi-year approach. To enable Cabinet decisions to be made over the medium term, Directors have been tasked with identify savings proposals for future years. Cabinet will review these savings proposals to consider whether they can be brought forward (given the quantum of the budget reduction requirements) or whether early decisions are required to ensure that the saving is driven out in future years.</p> <p>The savings for future years which were collated as part of the 2014/15 Budget setting process will be considered over coming months as part of the development of the 2015/16 Budget Strategy.</p>
39	8.4	Budget Clinics are established to deal with emerging issues and problems that become evident either through the Business Plan process or through performance monitoring	Cabinet Member (CS&P) CD (Resources) All Directors	<p>The challenge mechanism established as part of the budget & business planning cycle for 2014/15 has been reviewed to improve its robustness. In-year Action Plans for those directorates with significant overspends were reviewed on a monthly basis by the relevant Cabinet member and the Cabinet Member with responsibility for finance. Service Reviews were also introduced where issues were highlighted through the 'challenge' mechanism to establish clear actions or options to address these issues.</p> <p>The Month 3 Report, which was considered by Cabinet on 23 September 2013, established a request for detailed action plans to be prepared and reviewed monthly. This made a key contribution to the improved financial position which was reported to Cabinet in December 2013 for Month 6. The Budget Clinics approach will be extended to incorporate performance aspects.</p> <p>The Month 9 Report for 2013/14, which was considered by Cabinet in February 2014, showed a balanced position at a Council level. Within this overall position there was still a significant overspend of £3.9m against directorate budgets, albeit this was an improvement on the Month 6 position. This was offset by a projected council tax surplus of £2.1m together with savings resulting from the implementation of the amended Minimum Revenue Provision policy and the additional funding in respect of the Outcome Agreement Grant. The final position in respect of 2013/14 will be contained within the Outturn Report to Cabinet in July 2014.</p>
40	8.5	That pre-scrutiny of these options is carried out before the Cabinet consider the final Officer report	All Cabinet CD (Resources) All Directors	The Policy Review and Performance Scrutiny Committee was briefed in September 2013 on the Budget Strategy Report, the scale of the financial challenge ahead and planned engagement with Scrutiny on the process. Budget Strategy Information Packs were prepared for all directorates and were considered by each scrutiny committee in the November 2013 meeting cycle. Scrutiny Committees met to consider draft budget proposals for 2014/15 and draft Corporate Plan 2014-2017 in the week ending 14 February 2014. The Budget Scrutiny letters

				recognised that the budget analysis sheets provided a significant amount of additional contextual financial information.
41	8.6	The Business Plan should contain relevant Performance Indicators and be linked to the ambition that Cardiff has set itself	All Cabinet CD (Resources) / AD (SLC)	A refreshed Corporate Plan has been produced and was approved by Council on 27 February 2014. Directorate Delivery Plans are being developed to provide greater detail on actions to deliver Corporate Plan objectives and the Performance Indicators through which the impact of these will be assessed. The organisation is driving a clear agenda of robust challenge of performance against these plans. Directorate Delivery Plans to be finalised by 30 June 2014.
42	8.7	That these Indicators are developed urgently with the involvement of Members as described above.	All Cabinet CD (Resources) / AD (SLC)	Cabinet Members have been involved in setting baskets of indicators currently in the quarterly performance reports, and further member engagement is planned to ensure appropriate indicators are included in the Directorate Delivery Plans for 2014/15 and that relevant targets are set.
43	8.8	The introduction of monthly performance reports covering the range of topics set out in the report and appropriate officer governance arrangements including effective Business Change Boards	Cabinet Member (CS&P) CD (Resources) / AD (SLC)	<p>A new 'dashboard' style Delivery Report for SMT and Cabinet has been introduced, which integrates key elements of performance, budget and business change to develop a more effective monitoring and decision making vehicle.</p> <p>Incremental changes were made to the Q1 and Q2 Delivery and Performance Reports to take account of the comments made by the Peer Review team and the Wales Audit Office. Further changes were implemented for Q3 to provide a clear baseline of current performance. This provided a sound starting point for performance management arrangements for the 2014/15 financial year.</p>
44	8.9	Development of an appropriate performance management framework and technology system across the organisation to support the change programme and improvement	Cabinet Member (CS&P) CD (Resources) / AD (SLC)	<p>Work is underway to review the capability and effectiveness of current software products to meet the organisation's requirements and alternative technology solutions. This has included a consideration of PAN Wales Performance Software (which is currently being procured by the Welsh Government) and the SAP Performance Management Module amongst others. The methodology of reporting future performance has been reviewed to ensure that the process is clear and that they are well understood. The new performance reporting framework will be based on best practice and include improvements in the areas of:</p> <ul style="list-style-type: none"> • Performance reporting • Evaluation • Representing a balanced picture of performance including financial aspects of delivering the Council's priorities • Challenging internally set targets

	2.0	Human Resources needs to be at the heart of the management of the Council if the Council is to succeed, and a change in culture is needed so that:		
45	2.1	Workforce plans reflecting the business plan of the Council are produced as a control document to assess progress.	Cabinet Member (CS&P) All Directors Chief HR Officer	<p>Work is underway to fundamentally review workforce planning to ensure that we have the skills and competencies in place within our workforce to deliver future service requirements. A new corporate approach to workforce planning has been implemented to support the 2014/15 budget and Directorate Delivery plans. Realignment of resources within HR People Services Organisational Development team has been undertaken to increase the capacity to support workforce planning.</p> <p>The establishment list has been updated to ensure that it reflects the revised organisational structure for the Council. This acts as a control document to inform workforce planning and project the impact of proposed reductions in staffing as part of the MTFP. This information will be used to inform individual directorate service plans and identify strategies to deliver the skills and competencies required.</p> <p>HR People Services are working with Enterprise Architecture to develop a Strategic Business Case for an IT solution to fully support workforce planning. Research has been undertaken to identify a technology solution. In the absence of an IT solution, a new tool has been developed to enable the organisation to take a snapshot of where they are currently and to start to consider the 'skills' requirements piece.</p> <p>A review of the workforce planning approach has commenced and a way forward for 2014/15 has been designed. Additional research and benchmarking has been undertaken to help inform workforce planning approach going forward, including WLGA Workforce Planning Wales event. LGA/Skills for Local Government hosted COP event. The longer term approach will be developed in consultation with key stakeholders to ensure future workforce requirements are understood. A new Organisation Development Plan is due to be considered by Cabinet in May 2014.</p> <p>A managers' guide to workforce planning has also been developed, which has been disseminated to Directorates as part of HR People Services Organisational Development team's work with Directorates on the 'Resources' section of Directorate Business Plans.</p> <p>Workforce planning data has been provided for each Directorate. Meetings have been held with Directorates to outline the workforce planning approach for 2014/15. This will ensure shared understanding of data definitions and outline the requirement to capture and feedback the 'as is' in terms of skills capture approaches etc. as prescribed within the workforce planning guide for managers. HR People Services Organisational Development team engagement with Directorates to date has resulted in a need to provide additional data in terms of age profile</p>

				<p>breakdown by function. Data will be provided by the end of Q1 2014/ 15 to help inform the development of appropriate strategies to address any issues highlighted where required.</p> <p>A revised template for Directorate Delivery Plans has been developed and rolled out as part of 2014/15 business planning cycle. The Directorate Delivery Plan template incorporates a Staff section (workforce planning) as part of the 'Resources' section, supporting a joined up approach to business planning and workforce planning. A revised Business Continuity Framework has also been piloted. Stakeholder feedback is being collated to inform the revised approach with anticipated roll out in May 2014.</p>
46	2.3	The industrial relations impact of the changes is assessed and an appropriate consultation process initiated.	<p>Cabinet Member (CS&P) All Directors Chief HR Officer</p>	<p>The Council recognises the importance of continuing to develop open and honest dialogue with Trades Unions at the appropriate levels. This is particularly important when considering options to meet existing and future financial challenges. Consultation with Trade Unions on the budget strategy was undertaken and briefings provided on the implications of individual directorate budget proposals for 2014/15.</p> <p>Directorate-specific and Business Change Trade Union (BCTU) meetings have been established which are chaired by the Corporate Director (Resources). Monthly BCTU meetings are ongoing.</p> <p>Trade Union '<i>Union Learning Representatives</i>' (ULRs) were agreed at Works Council in September 2013 and established in November 2013.</p> <p>Fortnightly Trade Union Senior Negotiating Group (SNG) now includes the Budget as a standing item.</p> <p>Proposal considered at Works Council on 19 March 2014 to establish a Budget Forum Sub Group (to include Teaching Trade Union representatives) to consider 2015/16 budget issues.</p> <p>New fortnightly Trade Union Budget Forum established and Terms of Reference have been agreed.</p>
47	2.4	Targets consistent with the business plan are set for staff and subject to mandatory appraisal system that is monitored and validated against Council and departmental performance.	<p>Cabinet Member (CS&P) Chief Executive and Directors / AD (SLC)</p>	<p>Monitoring of compliance is undertaken and updates provided at Senior Management Team meetings. As part of a refresh of performance management arrangements the PPDR process has been reviewed and updated to add value to the process and improve compliance. Revised PPDR policy guidance have been sent to all Senior Managers to be disseminated with all staff. This information is also available on CIS and the HR People Services A-Z on the Intranet.</p>
48	2.5	Training and development	Cabinet	The Skills and Competency Framework is being reviewed in the light of operational experience.

		needs are identified linked to skills and competencies required to effect the changes and management of reconfigured services.	Member (CS&P) Chief HR Officer/All Directors	<p>Analysis on a directorate basis of sickness absence, PPDR compliance, agency spend, overtime spend, financial compliance, etc is provided regularly to SMT, and reflected in quarterly performance reports.</p> <p>A number of role profiles have been developed to support the workforce planning agenda and will be held by HR People Services and made available to managers. A review of the Behavioural Competency Framework has also been undertaken in consultation with stakeholders. The revised framework is currently being piloted to allow for further/final changes to be made prior to its roll out across the organisation in 2014/15.</p> <p>A scoping exercise is also being undertaken on the refresh of Academy Board governance arrangements, including Trade Union membership of the Academy Board.</p>
49	2.6	There is proactive management and support of managers to manage sickness, overtime and agency spend.	Cabinet Member (CS&P) and Chief HR Officer	<p>Ongoing monthly reporting on sickness absence, overtime and agency spend are now being provided to Directors and Head Teachers to individual Cabinet Members on a quarterly basis</p> <p>The current Attendance and Wellbeing policy has been in place from 1 July 2013. Regular information is also now being provided to Directors/Head Teachers regarding managers' compliance with the requirement to complete the mandatory Attendance & Wellbeing e-learning module.</p> <p>A Wales Audit Office review of corporate and directorate management of sickness absence took place in November and December 2013. The outcomes of the review are now expected from the Wales Audit Office.</p> <p>There is a continued focus on the need to reduce overall spending on agency workers, which has also been emphasised in a range of reports to Cabinet. The workforce planning (Staff / Resources) section of Directorate Delivery Plan templates reinforces the requirement for Directorates to capture and proactively monitor agency spend, sickness absence levels and manage issues arising.</p>
50	2.7	Services are supported to effect the change required to meet the financial challenge.	Cabinet Member (CS&P) and CD (Resources) / Chief HR Officer	<p>Directorates were supported in the identification of budget savings for 2014/15 through the provision of information in a more accessible format, preparation of budget information packs to provide a financial overview of each service, and facilitated portfolio meetings to promote a shared understanding of issues and the directorate approach to savings targets.</p> <p>The corporate performance team is increasingly being used to work alongside services to provide challenge and support in service planning, objective setting and performance management.</p> <p>A Restructuring Consultation document has been developed prior to consultation with key stakeholders. Relevant training and support for service improvement is also being delivered</p>

Our Ref	Peer Review Rec. No.	Peer Review Recommendation	Lead Responsibility	Cardiff Council Progress Update
	11.0	Communications Approach		
51	2.2	The implications of the business plan [Corporate Plan] are communicated internally to managers and staff through a series of staff meetings.	DL and SMT	<p>through the Cardiff Academy.</p> <p>Directorate newsletters have been developed and circulated to staff. The “One Council” approach was communicated to the Council’s Senior Management Forum in September 2013 as the first stage of a council wide communication plan.</p> <p>An internal communication and staff engagement approach and draft strategy was agreed by SMT on 25 February 2014 following analysis of the Employee Survey arranged in November 2013. A detailed delivery plan has been agreed which was launched at a new style Senior Manager Forum meeting on 10 April 2014.</p> <p>As part of 2014/15 budget and service planning process, a budget communications plan was implemented that focused on the Cabinet's priorities over the medium term against a backdrop of reducing resources from Welsh Government and increasing Council financial pressures. This included direct communications from the Leader/Chief Executive to staff through open letters/emails and face-to-face communication (e.g. directorate staff meetings). Weekly engagement also took place with Cabinet and the Senior Management Team on the Budget Strategy process.</p> <p>A Frequently Asked Questions (FAQ) document on the Budget Strategy 2014/15 report was circulated to managers to cascade to staff and placed on the website for wider public access. An open letter/email was also sent to all staff following the publication of provisional settlement figures by the Welsh Government which made clear the scale of the financial challenge ahead in 2014/15 and future years.</p> <p>A public facing budget summary document was published in October 2013. External engagement took place via an online budget tool and focus groups were held in December 2013. Directorate staff meetings also took place in December 2013.</p> <p>The feedback from these exercises was made available both online and to the Cabinet. In addition, the Cabinet’s draft budget proposals were released for consultation at the end of January 2014. Budget consultation exercise undertaken from Jan-Feb 2014. The results of this consultation were considered by Cabinet and reflected in the updated budget proposals considered by Cabinet and Council in February 2014.</p> <p>A two week programme of Employee Engagement Roadshows will also be held from 7-20 May</p>

				2014 to facilitate a new staff conversation at these events, which will be used to inform the development of a new Employee Engagement Strategy.
52	11.0	The entire communication approach of the Council should be re-visited and the press office needs to change from being reactive and transform into a pro-active media machine so that Cardiff Council sets expectations around what it can do and has done rather than as now managing expectations around current performance	DL and County Clerk & Monitoring Officer	<p>The Cabinet agreed on 10 October 2013 to commission a review of the Council's Communications and Media functions and capabilities in order to benchmark Cardiff with similar major cities in the UK and to refresh the Council's Communications and Media Strategy.</p> <p>The review has been completed and a report was received in March 2014. All recommendations were agreed and delivery plan has been put in place. A new Communications and Engagement Strategy is being prepared, which is expected to be presented to Cabinet in July 2014.</p>

Our Ref	Peer Review Rec. No.	Peer Review Recommendation	Lead Responsibility	Cardiff Council Progress Update
		Action Plan		
53	12.0	And finally, urgency has been a theme throughout this report; we recommend that an Action Plan is developed within 30 days dealing with these recommendations.	Leader/ Chief Executive	The Cabinet considered the WLGA Corporate Peer Review report on 10 October 2013. The Cabinet's response to the Peer Review report was agreed on 7 November 2013 and debated at Council on 21 November 2013.

City of Cardiff Council

Peer Challenge Group

Draft Terms of Reference and Membership

Purpose

The Peer Challenge Group will provide advice to the Cabinet on all aspects of the Council's change and improvement process.

Membership

The Peer Challenge Group will be chaired by the Leader and include the Cabinet Member with responsibility for Corporate Services & Performance, the Chief Executive and the Corporate Director (Resources). It will include appropriate external representation with expertise and experience in key areas such as Education, Social Care and Improvement (set out as appropriate).

Frequency of Meetings

The external representatives and the Chief Executive will meet as required.

Terms of Reference

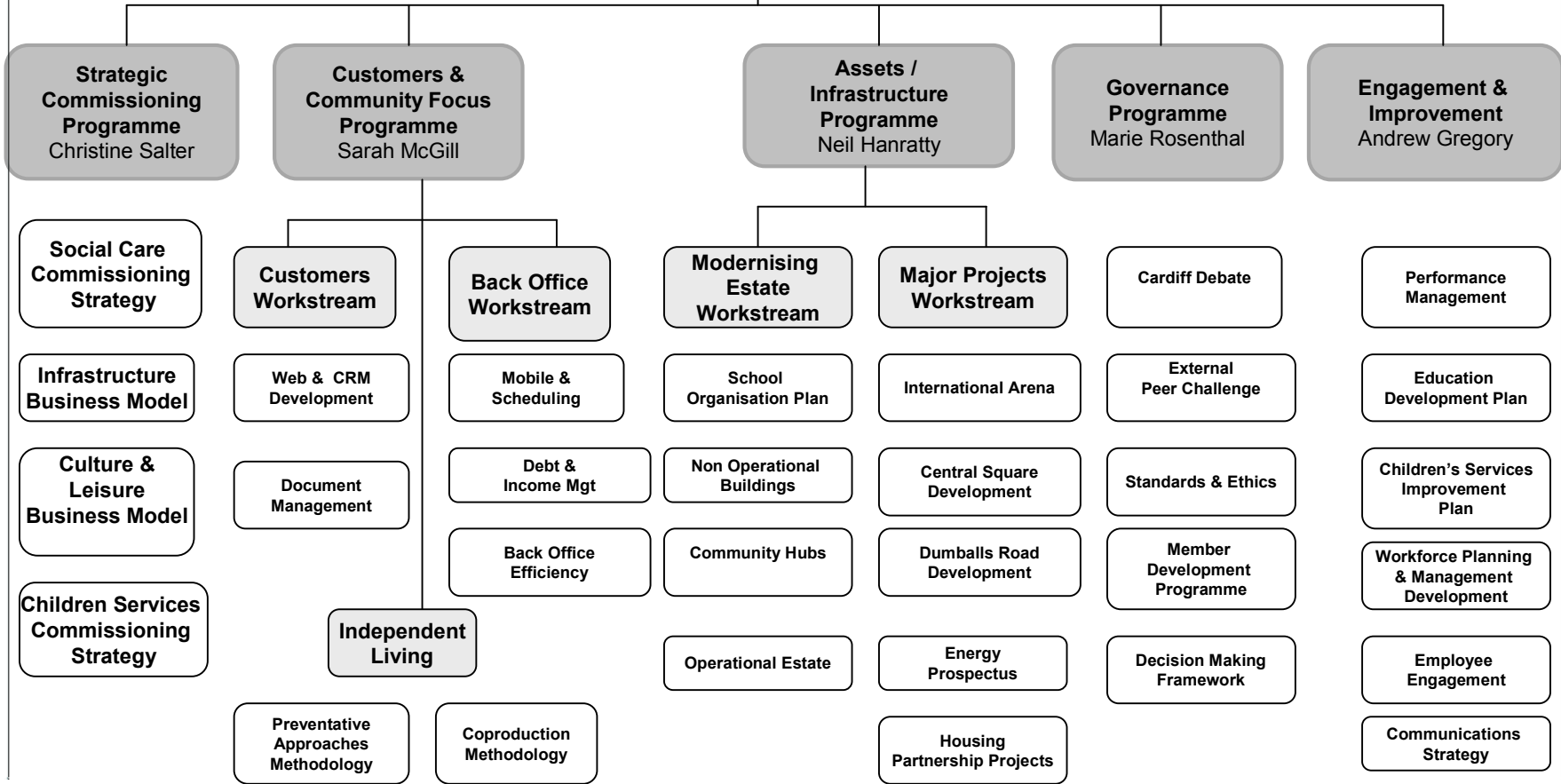
1. To provide strategic support and advice on the development of the City of Cardiff Council's Organisational Development Programme and to ensure that the programme reflects national and international good practice.
2. To provide robust challenge, and act as a critical friend to the Cabinet on its improvement methodology and the organisational and service improvement programme.
3. To identify and signpost appropriate good practice / barriers to top performance and make recommendations to assist the City of Cardiff Council to make a 'step change' in performance and improvement..
4. To ensure that the Organisation Development Programme developed by the City of Cardiff Council acts as a single, integrated and holistic improvement plan and that it is clearly understood and communicated internally and externally
5. To consider how specific services are currently performing and the effectiveness of the improvement plans in place.
6. To consider whether effective governance and decision-making arrangements are in place to respond to key challenges and manage change.
7. To consider whether organisational capacity and resources are focused in the right areas in order to deliver the required improvement.

Cabinet

SMT

Organisational Development Board
Paul Orders (Chair)

Investment Review Board
Christine Salter (Chair)



Appendix 4: Organisational Development Programme 2014 - 17

The Organisational Development Programme identifies the key enablers through which the Council will reposition its approach to understanding and meeting citizen needs. This approach will be central in meeting the challenges facing the organisation. The Organisational Development Programme will establish a new understanding of customer needs, and of the merits of different options to meet those needs. We will establish a strong culture of communication and engagement with employees, with members and with customers and citizens. This culture will underpin a sustainable and responsive approach to service delivery. We will also establish a new ethos of robust performance challenge and analysis to allow poor performance to be understood and addressed. Equally it will allow good performance to be recognised and celebrated whether at service, team, or individual level. We will establish a new dynamism to our asset and infrastructure management, to make the most creative and efficient use of both Council, and partner, property holdings.

These enablers will be aggressively exploited to deliver real improvements in outcomes secured for Cardiff's residents, businesses and visitors, and ensure that Cardiff's position as a leading UK & European city is secure. Specifically, the outcomes sought from the programme are:

- Reduced operating costs, to address rapid fiscal consolidation;
- Improved outcomes across the Council and in key improvement priorities, to address current performance weakness;
- Improved demand management & reduced failure demand, to more efficiently address the increasing demand for services;
- Delivery of key infrastructure projects to accelerate Cardiff's development as a European Capital City.
- Development of effective partnership & collaborative working, where that fits with our other objectives.

The Programme delivers key enabling tools to be implemented in a planned way across the Council, focussing our change and improvement resources in order to secure real and sustained impacts on areas which have been prioritised for change and improvement. The factors influencing prioritisation will vary. For example, some areas will be prioritised based on their potential to realise significant revenue savings, whilst other areas will be prioritised do to the current inadequacy of their performance. Initial priorities for development, each with a clear plan in place or in development, are:

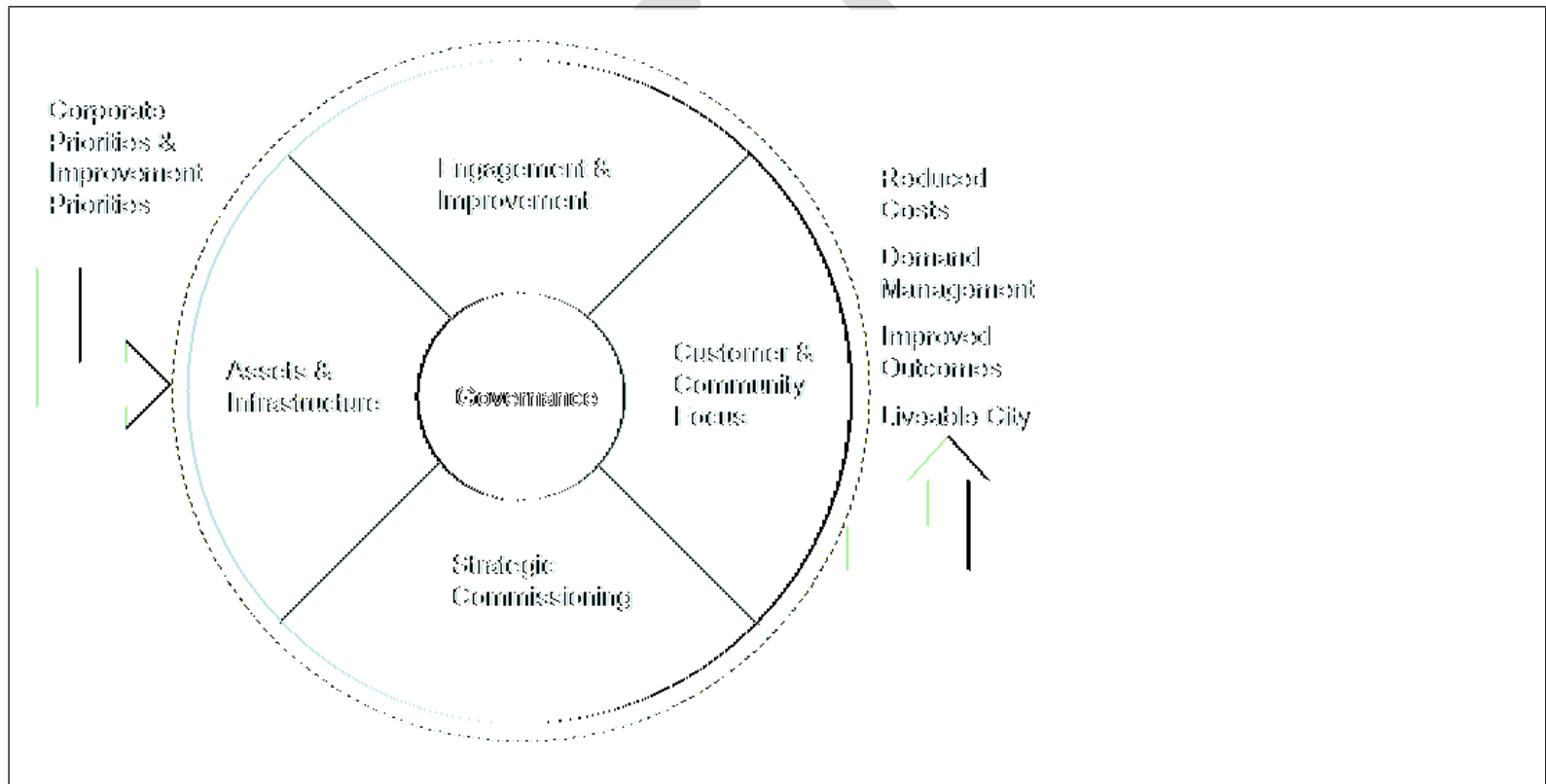
- **Education** – Following the Estyn inspection in 2011, and subsequent monitoring visits, a strong improvement plan is in place to drive real change in educational attainment;

- **Children's Services** – As a high profile service dealing with the city's most vulnerable children, an improvement programme is being developed to ensure that we are providing the best possible service to children in need and children for whom the Council is corporate parent;
- **Health & Social Care** – A service with significant financial pressures, seeking to meet the needs of some of the city's most vulnerable citizens through complex partnership working, action has been prioritised to enable demand management and smarter procurement of services to meet these needs;
- **Sport, Leisure & Culture** – For these discretionary services which provide a real richness to the quality of life in Cardiff, there are well established private and third sector markets for provision which would allow outcomes to be sustained at reduced cost to the council. As such, a plan is in development to evaluate and determine the most appropriate future delivery model;
- **Central Transport Services & Facilities Management** – Core support services which have each been tasked with delivering major revenue savings, these are services where financial and outcome performance is of concern, and for which there are well established markets for alternative delivery. Improvement plans will be developed which will facilitate a decision on future operating models;
- **Infrastructure Services (Highways, Waste Management, Cleansing, Parks operations)** – Essential public facing services, a plan is being developed to identify and exploit opportunities which would flow if these functions were to be provided through a different delivery model.

In addition to the above priority projects, new approaches and norms developed through this project will be used to challenge and improve the delivery of outcomes across all current council services.

The Organisational Development Workstreams are:

- Engagement & Improvement
- Strategic Commissioning
- Customer & Community Focus
- Assets & Infrastructure
- Governance



Work Stream: Engagement & Improvement

Senior Responsible Officer – Andrew Gregory

Rationale: The Council is dissatisfied with current service performance, with too many key indicators in the lower quartile for Wales. Despite examples of good practice across the authority, performance management practice is under-developed corporately, particularly in terms of benchmarking and improvement planning. The Council needs to routinely facilitate honest, mature discussion on performance, to secure a position where our performance is understood by officers and Members, as well as by the citizens and stakeholders, and that this shared understanding informs the prioritisation of our improvement work. With reducing resources available to the Council there is an urgent need to secure a step change in this agenda in order to protect future outcomes for citizens. We recognise that that up-skilling the workforce to meet future challenges is only part of the solution – we also need to ensure that our employees feel fully engaged with their work, and have a keen understanding of the organisation's challenges and priorities in order that they may maximise their contribution to delivery.

Success: Indicators of success in this area will be: The values and mission statements of the Council owned, understood and role modelled; Improved performance across a range of services, seeing the Council move out of the bottom quartile in Wales: Reduced sickness absence; Improved PPDR compliance, and strong PPDR quality and year end assessments, reflecting high levels of employee ownership of their work outcomes; High levels of talented multi skilled flexible employees being retained; External recognition as an employer of choice; High demand for development opportunities linked to career progression. Reduced levels of disciplinary and grievances as managers identify engagement practice that reflect the needs of their team members and reduces disquiet and misunderstanding. Proactive communication evident in all available channels.

Objective	Action	Lead	Target Date
<p>Improve the performance of Council services in absolute terms and in comparison to other similar Councils through a comprehensive performance management programme</p>	<ul style="list-style-type: none"> • Establish Council wide clarity on priorities through the production of a Corporate Plan and Cardiff Partnership Plan which are regularly refreshed to reflect in year progress and the wider socio-economic climate: <ul style="list-style-type: none"> ○ Partnership Plan refresh commenced ○ Corporate Plan refresh commenced 	S McG MD	9/14 9/14
	<ul style="list-style-type: none"> • Prepare Directorate Delivery Plans which translate the Corporate Plan, partnership priorities and improvement priorities into specific actions and measures and provide the basis for performance management 	All Directors	5/14
	<ul style="list-style-type: none"> • Performance management arrangements developed to ensure effective and consistent challenge at service, directorate, SMT, Scrutiny & Cabinet levels. To include: 	MH	
	<ul style="list-style-type: none"> ○ Support & training for scrutiny and cabinet members in performance management; 	MH	7/14
	<ul style="list-style-type: none"> ○ Peer support for services to improve performance management practice; 	MH	5/14
	<ul style="list-style-type: none"> ○ Establish sufficient performance management resources within each directorate, and within the corporate team, to enable effective performance management support; 	MH	9/14
	<ul style="list-style-type: none"> ○ Develop the Council's performance management support staff to improve the consistency and impact of their work, and facilitate cross authority resource sharing; 	MH	9/14
	<ul style="list-style-type: none"> • Implement a Benchmarking strategy to enable comparison and learning 	MH	9/14

Objective	Action	Lead	Target Date
	<p>with high performing, comparable, councils internationally;</p> <ul style="list-style-type: none"> • Improve visibility of Council performance by developing reporting tools and capabilities including: <ul style="list-style-type: none"> ○ Improved electronic data access at Scrutiny & Cabinet Implementation of Balanced Scorecard reporting 	<p>MH</p> <p>MH MH</p>	<p>4</p>
<p>Provide targeted improvement planning and support to services in need of urgent improvement</p>	<ul style="list-style-type: none"> • Establish mechanism for targeted Improvement Support • Secure improved education performance through the Education Development Plan • Secure improved outcomes for children in need and looked after children through Children's Services Improvement Plan 	<p>MH</p> <p>NB</p> <p>TY</p>	<p>5/14</p>
<p>Improve management effectiveness at all levels in Cardiff Council through a focused programme of development & engagement;</p>	<ul style="list-style-type: none"> • "Cardiff Standard" clarifying our expectations of managers in terms of skills, competencies & behaviours is developed and approved by SMT • Cascade to all managers through group meetings • Establish Mandatory Development Programme covering: <ul style="list-style-type: none"> • Service Improvement • Performance Management • Financial Management 	<p>PL</p> <p>All Directors</p> <p>PL</p>	<p>7/14</p> <p>8/14</p> <p>10/14</p>

Objective	Action	Lead	Target Date
	<ul style="list-style-type: none"> • People Management • Customer management • Training cascade plans in place • 50% managers below OM to have received mandatory training – Compliance report to SMT • 100% managers below OM to have received mandatory training – Compliance report to SMT 		<p>3/15</p> <p>3/16</p>
<p>Improve the contribution each employee makes to delivering the Council's priorities through effective management & engagement</p>	<ul style="list-style-type: none"> • All employees have PPDR Objectives agreed • Directorate PPDR quality samples reported to SMT • All employees have mid year Review • Directorate review quality sample reported to SMT • All employees have PPDR year end reviews • Improvement Plans in place for all "Ineffective" employees • 2015-16 programme to follow same cycle 	<p>All Directors</p>	<p>5/14</p> <p>6/14</p> <p>10/14</p> <p>12/14</p> <p>3/15</p> <p>4/15</p>
	<ul style="list-style-type: none"> • Establish Employee Charter, encapsulating values, roles and engagement; 	<p>PL</p>	<p>7/14</p>

Objective	Action	Lead	Target Date
	<ul style="list-style-type: none"> • Set up following roadshows listening events in directorates and establish recognition process at local level: • Engagement approaches discussed with every manager as part of mid year PPDR review, and advice/support provided where necessary • Reinstate Council Wide recognition events use multi media to publicise and celebrate success – a day in the life of etc ; • Conduct Staff Survey to assess progress in employee engagement; 	<p>All Directors</p> <p>All Directors</p> <p>PL</p> <p>PL</p>	<p>7/14</p> <p>10/14</p> <p>10/14</p> <p>5/15</p>
<p>Visible leadership is established as a valued aspect of the Council's engagement & improvement work.</p>	<ul style="list-style-type: none"> • Senior Management Forum and the May Road shows to be lead by CEX and Directors • Road shows to focus on the future of the Council , engaging with employees listening to their ideas engaging in conversation , refreshing values, One Council • Establish specific Senior management team development 	<p>PL</p> <p>PL</p>	<p>5/14</p> <p>4/14</p>
<p>Safeguard future service delivery by assessing and preparing for the future skill mixes required within the Council</p>	<ul style="list-style-type: none"> • Identify future skills mix required for the successful operation of a mixed economy of service provision; • Establish current skills mix and identify skills gap to enable workforce planning 	<p>All Directors</p>	

Objective	Action	Lead	Target Date
	<ul style="list-style-type: none"> • Build workforce planning strategy 		3/15
<p>Improve employee, member, and stakeholder awareness of the Council's priorities, challenges and successes through effective communications</p>	<ul style="list-style-type: none"> • Communication & Public Engagement Strategy approved by Cabinet designed to identify and communicate the council's vision of its purpose and intended outcomes for citizens and service users • Implement Communication channels to improve employee engagement • Increase citizen participation using social media to access information about the Council • Develop proposals for increasing subscriber led digital communications 	MR	<p>9/14</p> <p>9/14</p> <p>6/14</p> <p>6/14</p>

Work Stream: Customer and Community Focus (C&CF)

Senior Responsible Officer : Sarah McGill

Rationale: The focus for service redesign within the Council and across the Cardiff Partnership begins with a clear understanding of the needs and aspirations of our customers and communities. Working to the principles of co-production we need to design services that are easy to access, provide the right intervention at the right time and are delivered by the most appropriate provider. Single service redesign cannot deliver the integration required to deliver these objectives. To deliver effective system change requires council services and partners to realign resources based on excellent customer and community intelligence to reduce complexity, duplication and any failure to meet demand. With reducing resources across the public sector, partner organisations need to integrate their first points of contact, assessment and back office activities into a unified, more efficient and simpler process that improves outcomes for citizens.

Success: Indicators of success in this area will be: Improved customer satisfaction across all client groups; unified first point of contact across a full range of channels; number of customers who can “tell us once”; number of service and partners with direct access to appropriate information; reduction in administrative and back office costs; reduction in failure demand at all levels; verified cost/ benefit information on the impact of preventative interventions to inform future commissioning activity.

Objective	Action	Lead	Target Date
Develop a range of unified channels for customer contact based on customer requirements and ensuring consistent quality.	<ul style="list-style-type: none"> • Customer Relationship Management (CRM) System business case 	-Ross Maude	4/ 14
	<ul style="list-style-type: none"> • Contract Award for CRM Detailed Design and Build 	-Isabelle Bignall	4/ 14
	<ul style="list-style-type: none"> • First phase of CRM “Go Live” – C2C and Citizen hubs 		2/15
	<ul style="list-style-type: none"> • CRM Unified Channel (Phone, Web, Face to Face) incl Online Transactional Self Service 		9/15
	<ul style="list-style-type: none"> • Roll out of CRM across Directorates 		-2016
	<ul style="list-style-type: none"> • Roll out of CRM to 3rd parties 		-2017

Objective	Action	Lead	Target Date
	<ul style="list-style-type: none"> • Website Content Refresh / Mobile Enabled website • Website / CRM Integration • Council Tax Online self service • First point of contact integration Proof of Concept– H&SC • Customer satisfaction performance and reporting framework agreed across full range of customer interactions 	<ul style="list-style-type: none"> -Isabelle Bignall -Gary Watkins -Rachel Bishop -Isabelle Bignall / Martin Hamilton 	<ul style="list-style-type: none"> 6/14 9/15 6/14 8/14 7/14
Develop a Corporate Approach to Debt	<ul style="list-style-type: none"> • Unified debt management Pilot – Parking Fines and Council Tax unified bailiff process • Unified debt management Pilot – Council Tax and Housing Rent arrears consolidated debt process • Establish Corporate Approach to Debt 	<ul style="list-style-type: none"> GW GW GW 	<ul style="list-style-type: none"> 3/15 3/15 2015-2017
Develop a Corporate Approach to Income Management	<ul style="list-style-type: none"> • Agree Income Management Policy • Implement new Capita income management system for first phase services • Review and replace chip & pin payment mechanism 	<ul style="list-style-type: none"> CS/GW GW GW 	<ul style="list-style-type: none"> 9/14 1/15 2014-2015

Objective	Action	Lead	Target Date
	<ul style="list-style-type: none"> Establish standard payment process across all channels in partnership with CRM. Develop citizen finance portal to management Council payments 	GW/IB GW	2015-2017 2015-2017
Reduce unnecessary spend on back office functions in order to free up as much resource as possible for reinvestment in frontline services.	<ul style="list-style-type: none"> Develop a generic and repeatable process model for 1st point customer interaction & service request management Roll out of standardised Corporate Approach for first point of contact Common and efficient approach to back office support activity Roll out of common back office Standardised approach to document and record management including development of 'electronic post room Standard Corporate Process for managing customer interaction and customer service request. End to End integration from service request to delivery of service including all back office systems' 	-Isabelle Bignall -Isabelle Bignall -Jane Thomas -Isabelle Bignall Isabelle Bignall	3/15 2015-2017 3/15 2015-2017 3/15 9/15 2015-17
Principles of Co-production are understood and applied to service	<ul style="list-style-type: none"> All senior managers have undertaken training on the principles of Co-production. 	-Sarah McGill	9/14

Objective	Action	Lead	Target Date
redesign	<ul style="list-style-type: none"> • Assessment of “ independent living project” against principles of Co-production 	-Sarah McGill/Sian Walker	3/15
Single, unified customer and community intelligence informs future service development.	<ul style="list-style-type: none"> • Existing needs assessment; performance data and customer intelligence is shared and analysed to inform service and partnership activity. • Data sharing protocols established to enable “tell us once” approach • CRM data used for service outcome analysis / failure demand and customer satisfaction • Customer and Community feedback built into on-going cycle of service review 	-SMT -Martin Hamilton -Isabelle Bignall -Sarah McGill	7/14 3/15 5/15 9/14
Mobile Working allows service requests get to delivery with maximum efficiency.	<ul style="list-style-type: none"> • Mobile and scheduling technology roll out : <ul style="list-style-type: none"> ▪ CMS ▪ H&SC • Further Deployment across Organisation 	-Jane Thomas -Sian Walker -Jane Thomas	5/14 3/15 2015-2017
Process and methodology for impact assessment of preventative approaches established through the Independent Living project	<ul style="list-style-type: none"> • Impact assessment built into Independent Living project outcome requirements • Framework agreed to capture qualitative and quantitative impact assessment of preventative activity to reduce responsive activity. 	-Cardiff University	3/15

Objective	Action	Lead	Target Date
	<ul style="list-style-type: none"> <li data-bbox="696 272 1449 343">• Service Need and Demand Identification / Single Gateway Implementation <li data-bbox="696 384 1294 422">• Delivery of Independent Living Project 	<p data-bbox="1467 268 1682 306">-Jane Thomas</p> <p data-bbox="1467 379 1626 418">SMcG/SW</p>	<p data-bbox="1753 268 1917 306">2015-2017</p>

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Work Stream: Strategic Commissioning

Senior Responsible Officer – Christine Salter

Rationale: Action is required to ensure that the Council has a more consistent and evidenced based approach to how it designs and delivers services to address the needs of communities and citizens and to focus on the delivery of prioritised outcomes. To achieve this the Council will need to adopt a strategic commissioning approach where we will objectively assess need, prioritise outcomes, review how best to deliver the outcomes and then consider the full range of service delivery models available. We will positively value a mixed economy of provision because it offers the best range of options to deliver the identified outcomes.

Success: Specification and commissioning of services based on the delivery of clear outcomes; Option appraisal of appropriate delivery models completed in a timely manner; implementation of new ways of working achieve a lower cost base for the Council;

Objective	Action	Lead	Target Date
Develop and implement the Council's Strategic Commissioning approach	<ul style="list-style-type: none"> Establish a shared understanding and language with Members, Senior Management and Partners 	SR	6/14
	<ul style="list-style-type: none"> Develop the Council's strategic commissioning model 	SR	7/14
	<ul style="list-style-type: none"> Prepare and publish a statement of strategic intent, setting out the Council's commissioning intentions and priorities 	SR	9/14
	<ul style="list-style-type: none"> Complete an internal commissioning capability review using the Welsh Government framework 	RJ	12/14
	<ul style="list-style-type: none"> Review and update the Cardiff Strategic Needs Assessment framework 	SR	12/14
	<ul style="list-style-type: none"> Complete development of a Strategic Commissioning framework and supporting toolkit 	SR	3/15
Oversee the development of	<ul style="list-style-type: none"> Finalise the development of a commissioning strategy for Older 	Sian Walker	8/14

Objective	Action	Lead	Target Date
specific commissioning strategies and plans	<p>People</p> <ul style="list-style-type: none"> • Develop a commissioning plan to support delivery of the commissioning strategy for Older People • Develop a commissioning strategy for Children and Young People / Looked After Children • A full rolling programme will be developed during quarter 1 of 2014/15 	<p>Sian Walker</p> <p>Tony Young</p>	<p>12/14</p> <p>12/14</p>
Instigate and co-ordinate a programme of Service Reviews across the Council to ensure that the services provided are fit for purpose, offer value for money and are capable of meeting current and future service demands and expectations within the constraints of the budget strategy.	<ul style="list-style-type: none"> • Develop a service review toolkit to ensure services are reviewed in a consistent way; • Establish a phased rolling programme of service reviews <ul style="list-style-type: none"> ○ Phase 1 Service Reviews agreed to include: <ul style="list-style-type: none"> ▪ Waste Management ▪ Street Cleansing ▪ Highways Management ▪ Pest Control ▪ Parks Operations ▪ Central Transport Services ▪ Facilities Management • Provide training to relevant teams. • Report output of Phase 1 service reviews into SMT and relevant Cabinet Member • Peer review challenge sessions with external support where appropriate 	<p>MH</p> <p>Lead Director</p> <p>MH</p> <p>Lead Director</p>	<p>1/14</p> <p>Ongoing</p> <p>5/14 onwards</p> <p>7 – 9 /14</p>
Options appraisals undertaken to identify potential service delivery models ensuring that the option chosen is that which most effectively meets the	<ul style="list-style-type: none"> • Develop Alternative Delivery Model guidance and toolkit to enable evaluation of delivery models in a consistent way; • Forward programme of functions for delivery model evaluation established • Project teams to be established for each function 		<p>10/2014</p> <p>11/2014</p> <p>12/2014</p>

Objective	Action	Lead	Target Date
identified requirements.	<ul style="list-style-type: none"> • Project plan and timeline for each function developed • Report to Cabinet on delivery models, by function 		
Progress service review outcomes to identify potential service delivery models ensuring that the option chosen is that which most effectively meets the identified requirements.	<p>Leisure & Culture:</p> <ul style="list-style-type: none"> • Conclude the feasibility exercise on leisure & culture, with report to Cabinet; • Prepare Detailed Business Case for Cabinet approval • Prepare procurement strategy & specification for services selected within feasibility study; • Agreed operating model in place 	Director for Culture, Leisure & Sport	6/14 9/14 10/14 9/15
	<p>Infrastructure Services:</p> <ul style="list-style-type: none"> • Conclude Phase 1 service reviews and consider outcomes to inform next steps; • Outline Business Case to Cabinet • Detailed business case to Cabinet • Implementation Phase (timing dependant on option) 	Jane Forshaw	7/14 9/14 12/14 6/15

Work Stream: Improved Governance

Senior Responsible Officer – Marie Rosenthal

Rationale: Governance comprises the systems and processes, and culture and values by which the council is directed and controlled and through which it accounts to, engages with and where appropriate leads the community. Good Governance is essential both to elected councillors and the public. It supports leaders in making the right decisions,, reduces the likelihood of things going wrong and protects them when problems do occur. It inspires confidence in the public that decisions are being taken for the right reasons, that the quality of service is protected and that public money is being wisely spent. In times of tight resources, governance processes should be focused on key controls, namely those considered critical to achieving the council's strategic goals

Our ambition is for the governance of the Council to demonstrably improve the quality of policy outcomes, public services, and public spending for Cardiff residents and all who rely on our services. To support this ambition we need robust governance arrangements with opportunities for political, peer and community engagement with our improvement journey.

Success: Indicators of success in this area will be improved annual perceptions of Cardiff Citizens, improved performance across of a range of services, seeing the Council move out of the bottom quartile in Wales and more public engagement in the running of the Council

Objective	Action	Lead	Target Date
Secure peer challenge to the Council's improvement work to maximise the effectiveness of improvement effort.	<ul style="list-style-type: none"> Establish a formal mechanism for experts in local government and in specific services to work with the Council to challenge and support our work corporately and in specific improvement areas, reporting to Cabinet 	CX	6/2014
Initiate a "Cardiff Debate" within the communities of Cardiff to engage the public in shaping the future of the Council	<ul style="list-style-type: none"> Hold first Cardiff Debate Analyse results to inform budget for 2015-16 and service delivery options Feedback to Cardiff on how debate shaped budget Establish framework for ongoing community dialogue 	SMcG	6/14 10/14 2/15 4/15
Council Members demonstrably owning and directing policy development & performance improvement	<ul style="list-style-type: none"> Strengthen the scrutiny function clarifying the role of Scrutiny and securing a more strategic view and focus on key information Implement member development programme to facilitate wide, informed engagement with policy development and performance improvement; Work with all Committees to review their objectives and work plans for 2014/15 to focus on impact and outcomes Evaluate current executive decision making and forward plan, and bring forward proposals for improvement; Support constructive engagement between Cabinet & Scrutiny Members 	MR MR MR MR MR	9/2014 6/14 6/14 9/14 9/14

Objective	Action	Lead	Target Date
	<ul style="list-style-type: none"> • Develop mechanism to enable Neighbourhood Partnership lead members to provide structured community perspective to policy and performance debate; • Develop a concise informative annual public report based on the key questions the public are likely to want answered about the council containing key risk and performance information, plus anything else fundamental to council strategy. A web-based annual report could be a live document, updated after the audit of the accounts. 	SMc MR	9/14 1/15
Establish excellent risk management across the Council	<ul style="list-style-type: none"> • Corporate risk register updated by SMT on a quarterly basis and reported to Cabinet on a 6 monthly basis; • Risk register for Organisational Development Programme established for discussion with SMT, Cabinet, and Scrutiny to ensure that key issues are addressed to enable the programme to deliver effectively; • Business Continuity risks which arise from business decisions within the Organisational Development Programme are identified and properly understood and mitigated. 	CS MH MH, with Directors	Ongoing 9/14 7/14
Review the effectiveness of the Council's decision-making framework, including delegation arrangements, decision making in partnerships, robustness of data quality and demonstrating	<ul style="list-style-type: none"> • Review existing scheme of delegation with particular focus on the roles and responsibilities of the executive, non-executive, scrutiny and officer functions • Review work planning and decision making protocols in respect of partnership & third party arrangements 	MR	7/2014

Objective	Action	Lead	Target Date
clear accountability	<ul style="list-style-type: none"> • Research best practice at major UK & international cities in relation to effective governance structures • Review and begin to implement improvements to current collaborative scrutiny arrangements with partner organisations including a review of the current Local Service Board Scrutiny Panel . • Encourage public participation in council meetings by making meeting more welcoming to the public including developing a public question time at cabinet and committees 		
Develop, communicate and embed codes of conduct, defining the standards of behaviour for members and staff	<ul style="list-style-type: none"> • Establish clear values and standards which will inform both officer and member conduct, and provide the basis for excellent governance. • Communicate the agreed values and standards widely within the Council and to all stakeholders. 	MR	

Work Stream: Assets & Infrastructure

Senior Responsible Officer – Neil Hanratty

Rationale:

The Council's operational estate has an important role to play in supporting the Council's transition into a modern fit-for-purpose organisation. A new and efficient estate will reduce costs and improve staff morale and citizen satisfaction. An accelerated programme of rationalisation and modernisation will be delivered based around an improved clustering of Council and partner services. This will also involve maximising the potential of an upgraded schools estate as the focus for the delivery of a wider range of public services. Improving the performance of the Council's non-operational estate is another important aspect of this agenda. This will involve a review of poor performing property: to ensure capital investment is prioritised towards property with the greatest potential to generate improved yields; and to identify the appropriate property to be prioritised for release, either to support community development or to generate a capital receipt.

Cardiff is now entering a new phase of economic regeneration. Over forthcoming years the city will need to respond to the challenge of accommodating an unprecedented level of predicted population growth and the consequent demand for new jobs. Meeting this challenge at a time of tightening finances for the public sector will require creative use of the Council's resources and assets. Delivery of key projects in the Cardiff Enterprise Zone and the reinvigoration of Cardiff Bay will be crucial in stimulating the city's future economic success.

Success:

Reduced cost of the operational estate; reduced maintenance backlog; increased yield from the non-operational estate; higher levels of customer satisfaction (internal and external); delivery of key major projects; jobs created; investment secured.

Objective	Action	Lead	Target Date
Rationalise and modernise the Council's operational estate to reduce costs and to assist with delivery of the Council's improvement plan	<ul style="list-style-type: none"> • Seek authority from Cabinet on a new Strategic Property Strategy 	NH	9/14
	<ul style="list-style-type: none"> • Initiate review of public sector property collaboration work 	NH	10/14
	<ul style="list-style-type: none"> • Following Cabinet approval, implement a new service area 'property partner' approach including the development of detailed service area property plans 	NH	11/14
	<ul style="list-style-type: none"> • Develop a detailed programme to deliver the property plans including a prioritised schedule of properties for investment and/or disposal 	NH	12/14
	<ul style="list-style-type: none"> • Seek Cabinet approval of investment and disposal plan for 15/16 	NH	1/15
	<ul style="list-style-type: none"> • Identify key opportunities for public sector collaboration on property 	NH	3/15
Deliver the Schools Organisation Programme	<ul style="list-style-type: none"> • Review 21st Century Schools Plan 	GD	9/14
	<ul style="list-style-type: none"> • Implement the recommendations of the Gateway review 	GD	9/14
	<ul style="list-style-type: none"> • Support the further development and implementation of the SEN review 	GD	11/14
	<ul style="list-style-type: none"> • Undertake a detailed review to identify opportunities to maximise capital receipts to improve sufficiency and suitability of places 	GD	12/14
Improve the performance of	<ul style="list-style-type: none"> • Update the review of the non-operational estate 	NH	6/14

Objective	Action	Lead	Target Date
the non-operational estate to maximise income	<ul style="list-style-type: none"> • Seek Cabinet approval of non-operation review • Develop a detailed programme for the implementation of the agreed review. 	NH	7/14
Deliver a Community Hub programme	<ul style="list-style-type: none"> • Strategy for future Citizen Hub developments to be integrated into wider land and asset strategy to ensure “best fit” of Council and partner investment to meet identified needs. • Schools Organisation Plan developments to include consideration of community needs and options for wider local service provision • Roll out of future hubs to be mapped as part of the “liveable city” agenda including co-location wherever possible with district centres. • Alternative delivery models for hub management to be considered as part of the citizen hub strategy 	NH/SMG GD DD JT	9/14 7/14 7/14 7/14

Objective	Action	Lead	Target Date
Deliver the International Arena project	<ul style="list-style-type: none"> • Agree a procurement strategy for the delivery of the Multi-purpose arena. 	JW	6/14
	<ul style="list-style-type: none"> • Secure the preferred site for the Multi-purpose arena 	JW	7/14
	<ul style="list-style-type: none"> • Initiate relevant OJEU procurements relating to the delivery of the Multipurpose arena 	JW	9/14
	<ul style="list-style-type: none"> • Submit an outline planning application for site master-plan 	JW	12/14
	<ul style="list-style-type: none"> • Appoint a preferred delivery partner 	JW	3/15
	<ul style="list-style-type: none"> • Submit a detailed planning application for the Multi-purpose arena 	JW	3/15
	<ul style="list-style-type: none"> • Finalise contract negotiations for the delivery of the arena 	JW	6/15
	<ul style="list-style-type: none"> • Commence development of the Multi-purpose arena 	JW	6/16
	<ul style="list-style-type: none"> • Complete development of the Multi-purpose arena 	JW	6/18
Deliver the Central Square project	<ul style="list-style-type: none"> • Complete the acquisition of the NCP Car Park site 	NH	6/14
	<ul style="list-style-type: none"> • Initiate concept designs for the two potential options for an Integrated Transport Hub 	NH	9/14
	<ul style="list-style-type: none"> • Commence development of detailed design for the public realm scheme 	NH	9/14

Objective	Action	Lead	Target Date
	<ul style="list-style-type: none"> • Complete concept designs for the Integrated Transport Hub • Initiate consultation on the two options for the Integrated Transport Hub • Report to Cabinet on the findings of the consultation on the Integrated Transport Hub and agree a preferred option. • Submit an outline application for the Central Sq master-plan including detailed public realm scheme • Initiate detailed design for the preferred option for the Integrated Transport Hub • Secure £5m capital receipts to fund public realm improvement works • Initiate a procurement for the delivery of the public realm scheme • Seek Cabinet approval of detailed scheme for Integrated Transport Hub • Submit planning application for Integrated Transport Hub • Manage closure of bus station • Commence work on the delivery of phase1a of the public realm scheme 	<p>NH</p> <p>NH</p> <p>NH</p> <p>NH</p> <p>NH</p> <p>NH</p> <p>NH</p> <p>NH</p> <p>NH</p> <p>NH</p> <p>NH</p>	<p>11/14</p> <p>11/14</p> <p>2/15</p> <p>2/15</p> <p>2/15</p> <p>2/15</p> <p>2/15</p> <p>5/15</p> <p>5/15</p> <p>6/15</p> <p>6/15</p>

Objective	Action	Lead	Target Date
	<ul style="list-style-type: none"> • Complete phase 1a of the public realm scheme • Commence work on the delivery of phase 1b of the public realm scheme • Complete phase 1b of the public realm scheme • Complete demolition of Marland House • Complete demolition of St David's House 	NH NH NH NH NH	12/15 1/16 12/16 3/17 12/18
Deliver the Dumballs Road regeneration scheme	<ul style="list-style-type: none"> • Undertake detailed due diligence on the scheme • Secure planning permission • Seek Cabinet approval to progress with delivery • Finalise contract negotiations • Identify private house builders to progress phase 1 	JN JN JN JN JN	4/14 6/14 6/14 6/14 9/14
Deliver over 1500 new energy efficient properties on a range of Council owned sites across the city to meet identified housing need. The tenure mix on each site will ensure the	<ul style="list-style-type: none"> • Appointment of preferred development partner • Commencement of Phase 1 of development • First phase of development at Braunton Crescent Completed and handed over 	SMG	01/14 03/15 03/16

Objective	Action	Lead	Target Date
delivery of more balanced and sustainable communities with at least 40% being new affordable homes	<ul style="list-style-type: none"> • Review of KPI's for phase 1 and agreement on Phase 2 programme of work • Completion of Phase 1 and final review prior to commencement of phase 2 		<p>12/17</p> <p>10/18</p>
Consult & deliver as appropriate on an Energy Prospectus	<ul style="list-style-type: none"> • Draft Energy Prospectus and green Paper to be launched at Full Council • Consult with City & City Region partners • White Paper considered by Cabinet • Commence delivery, subject to Cabinet decision on White Paper 	<p>JF</p> <p>JF</p> <p>JF</p> <p>JF</p>	<p>6/14</p> <p>8/14</p> <p>9/14</p> <p>10/14 & ongoing</p>



Cardiff Debate

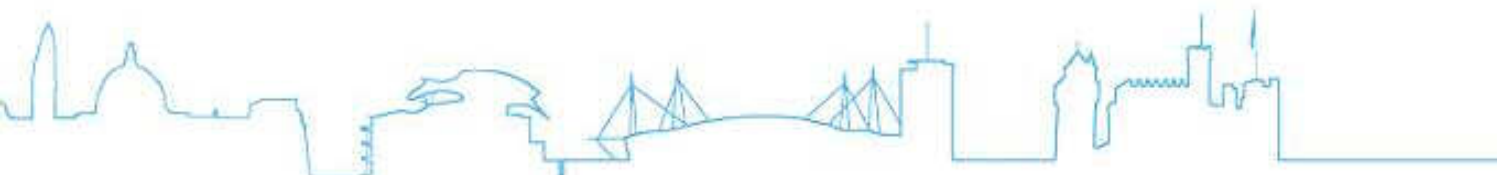
1. Background

The Cabinet has made a clear commitment to becoming a 'Co-operative Council,' and to engaging with citizens, communities, partners and staff in helping to shape the future design and delivery of public services across the city. To inform the new ways of working which will need to be developed over coming years, a 'Cardiff Debate' will be undertaken. This debate will be an ongoing conversation and encourage innovation and community ownership of new approaches and, importantly, ensure that public services are responsive to local needs.

2. Approach

The Cardiff Debate will take the form of a number of engagement activities which collectively provide a local, city-wide and regional view of the priorities which need to be addressed and the solutions which need to be implemented. Given the long-term financial challenges facing the Council the debate will need to continue over the coming years, and so will be aligned with the 3 year Organisational Development Programme. The timeline for the debate over the next year will be:

When?	Who?	How?
Late May 2014	Stakeholder Engagement with the Cardiff Debate	This will be a city-wide event which includes key public, private and third sector partners to review the key challenges facing the city and identify the priorities for collaborative working. This discussion will also be used to inform the re-refresh of the Cardiff Partnership's What Matters Strategy.
Late June/Early July 2014	Neighbourhood Engagement events	These events will take place in each of the six Neighbourhood Partnership areas across the city to focus on local issues and solutions. The events will include the community and other stakeholders such as police, health, fire service, third sector, Communities First, 50+ Forums and the Youth Council. There will be an emphasis on coproduction and exploring how communities can become more involved in service delivery.
Late June/Early July 2014	Cardiff Debate Citizen Survey	The Ask Cardiff Survey has been undertaken annually since 2002 and is a regular feature in the Council Consultation Calendar. The original survey consisted of a mail-out to 6,000 randomly selected households across the city. The use of electronic media now ensures the survey reaches a much wider number of citizens. The survey will be rebranded as part of the Cardiff Debate and used to inform the wider service discussions and potential budget proposals for 15/16.



September 2014	Cardiff E-Panel	<p>Findings from the previous events will be further tested with the 'E-Panel' which includes approximately 5,500 members made up of local citizens who are willing to participate in a range of consultation activities relating to Council services. Primarily the panel participate in electronic surveys, and provide a high response rate in a very quick timeframe.</p> <p>Members of the panel can also be called upon to participate in focus groups, forums, postal and telephone surveys. A range of demographic and personal information is held relating to the panel members allowing samples to be selected based on criteria including: locality, age, gender, disability and household composition.</p>
September 2014 – December 2014	Service Specific Consultations	<p>Building on the information gathered through previous engagement, potential new approaches and models of service delivery may have been suggested. Services will undertake specific engagement with relevant service users to enable them to highlight any impacts to inform any proposals. There will also be opportunity to explore options such as asset transfer, voluntary/community ownership etc as appropriate.</p> <p>This work will also inform equality impact assessments undertaken on the budget proposals.</p>
January 2015	Consultation on Draft Budget Proposals	<p>The consultation will build upon the engagement previously undertaken and enable citizens and stakeholders to comment on the draft budget proposals via the on-line survey or through completion face to face/by hard copy as required.</p>

