

**CITY AND COUNTY OF CARDIFF
DINAS A SIR CAERDYDD**

STANDARDS & ETHICS COMMITTEE: 14 March 2006

REPORT OF THE MONITORING OFFICER

AGENDA ITEM: 11

PROGRAMME OF WORK

Purpose of the Report

1. To consider the Committee's Work Programme.

Background

2. The Committee's Terms of Reference are set out in the Agenda.
3. A draft work programme based on the Committee's Terms of Reference is attached at Appendix 1.

Issues

4. The work programme and the prioritisation of the work is largely a matter for the Committee to decide. The work programme is a working document and as such the Committee can prioritise or update the items as necessary.

Financial & Legal Implications

5. There are none arising from this report.

Recommendations

6. That the draft programme of work, set out in Appendix 1 be considered by the Committee.

**KATE BERRY
Monitoring Officer
8 March 2006**

DRAFT "NO STATUS" OFFICER REPORT THAT THE CHIEF EXECUTIVE HAS AGREED CAN BE CONSIDERED AT THE NEXT EXECUTIVE BUSINESS MEETING

CHANGE PROGRAMME ACTION PLAN

REPORT OF ASSISTANT CHIEF EXECUTIVE AGENDA ITEM:

PORTFOLIO:

Reason for this Report

1. The report is to update Members on progress in developing and implementing the Change Programme.

Background

2. The Corporate Governance Commission set up by Cardiff Council to examine a range of aspects of the Council's governance arrangements published its report in April 2004. The report made 55 recommendations to address:
 - Managing Changes to Governance
 - Leadership
 - Facilitating Opposition Involvement
 - Enhancing the Role of the Council
 - The Roles of Officers
 - Overview and Scrutiny
 - Standards and Ethics
3. Since the publication of the report there has been a range of activity initiated within the Council to address these recommendations. A critical stage in actioning the Corporate Governance Recommendations was the Foundation Conference held in January 2005, and a programme of Member Engagement which preceded this.
4. The draft Change Programme which addressed the Corporate Governance recommendations, and other "drivers for change" identified in the Council's Corporate Plan, was considered by Council in July 2005. In approving the Plan Council requested further reports which detailed SMART objectives for each of the change themes, and information on the monitoring arrangements to be put in place. (SMART objectives are Specific Measurable Achievable Relevant and Timed)

5. The themes for the Council's Action Plan are:
 - Vision and Values
 - Developing Business Process
 - Developing our People
 - Communication and Partnerships
 - Results Orientation
 - Customer Focused Services
6. The Plan attached as Appendix 1 aims to enable Members to clearly see what each strand of the programme is seeking to deliver and SMART objectives to be achieved. The structure identifies for each theme:
 - a definition of success – the “ideal final result” the Council aspiring to deliver,
 - a programme of planned actions, together with the improvements sought from each,
 - key milestones for each action
 - lead responsibility

Issues

Management Arrangements

7. The Action Plan has been prepared by a group of senior Officers from across the authority, under the leadership of the Assistant Chief Executive. Each member of the task group (referred to as “Change Agents”) has lead responsibility for one of the themes, each working with a wider network to ensure that the proposed actions benefit from wider discussion and challenge. In addition, each theme is being championed by a Corporate Director, the Assistant Chief Executive or the Chief Executive.

Underpinning Assumptions

8. In developing the Action Plan, a number of underpinning assumptions have been made. The Change Agents are working towards a programme which:
 - will represent a coherent programme of change;
 - will have strong interdependencies and relationships;

- will result in real, tangible change;
 - will allow clarity of objective and direction to be maintained in the medium/long term;
 - will require the active involvement of stakeholders throughout.
9. In addition, the plan assumes that a risk management approach will be taken to monitoring progress and identifying priorities for further developments in the future.

Member Involvement in the Development of the Plan

10. In developing the Change Programme Action Plan steps have been taken to afford members the opportunity to input to the Plan's development. This has included:
- **Member Workshops** - Prior to the meeting of Standards and Ethics Committee in September 2005 a workshop was held for members to receive a presentation and discuss the plans. A further workshop was held with members to begin the debate how best to re-position the full Council meeting at the head of the organisation's governance arrangements. The Constitution Committee is currently discussing various options for changing the full Council meeting.
 - **"Living the Values"** - The Council's Executive and Scrutiny Members have had an opportunity to explore the Council's values and what they mean for their work styles. This process was a core part of securing good knowledge of the organisation's values, and ensures that they are genuinely reflected in work practices.
 - **Member Development** - A cross party Member working group has been established to inform the Member development programme.

Key Achievements

11. As well as developing the detail of the Change Programme, momentum has been gathering on the implementation of the various strands of the programme. Key achievements to date include:
- **"Living the Values"** - Each service area in the Council has evaluated how well they measure up against the Council's values and identified changes to working practices which actively support and promote the values. The exercise has also been made available to Executive and Scrutiny Members.
 - **Scrutiny Development** - During November 2005 the Wales Audit Office facilitated a form of internal peer review of the operation of each of the Council's five scrutiny committees. The output from this exercise was considered by the Scrutiny Chair's Liaison Forum in December 2005 and is being used along side the outcome of the

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scrutiny specific “Living the Values” exercise as the basis for the next range of scrutiny developments.

- **Access to Information** – The established practice for sharing information with members has been changed to ensure that all members have access to confidential “yellow pages” reports on request. Members and officers have been offered training on Freedom of Information, and rights to information generally.
- **Knowledge Management** – recognising that collaborative working and knowledge sharing needs to be central to the creation of a more efficient and effective organisation an Information Manager has been appointed with responsibility for leading the development of a strategic approach to managing the Council’s considerable information resources.
- **Redesigning Full Council Meetings** – Research is being conducted into how other authorities operate their full Council meetings and how effective these arrangements are. A well-attended member workshop discussed some options, and the Constitution Committee is working through a range of officer proposals.
- **Project Management** – A *Centre of Excellence* has been established to promote effective project and programme management across the Council. Members of the Economic Scrutiny Committee have been given initial training in the PQA approach to project management which will be central to the Council’s approach.
- **Communication & Consultation** - A Consultation Strategy and guidance document have been launched which will ensure that all future consultation exercises are conducted to a high standard, and where appropriate, that the information captured through these exercises (including consultation best practice) is made available across the authority to inform service and policy (the “ask once, use many times” approach).
- **Personal Performance and Development** – Supporting overall performance management, the Personal Performance and Development Scheme has been trialled by senior managers from April last year, with full year reviews due at the end of March. From April 2006, it is intended to extend this scheme to all staff.

The scheme is designed to ensure that everyone understands what is expected of them and the part they play in delivering the priorities of the Council. It also ensures that everyone has an opportunity to consider their personal development needs. To assist this a set of statements entitled ‘What we Stand For’ have been produced which describe how people working for the Council should behave along with descriptions of the type of behaviours which are not acceptable.

Once implemented the Council will, for the first time, be able to determine its people development priorities, to develop the skills needed to deliver service to our customers and the communities we serve.

- **Performance Management** - The Executive has adopted a new performance management approach which will see service area performance information publicly discussed on a routine basis. This represents a significant cultural shift for the authority, and should be a key step towards performance improvements.
- **Customer Focus** – The Executive has adopted a customer focus policy through which we will secure consistency in approach across the Council when dealing with customers, which in turn should improve customer satisfaction with the Council. As part of Customer Focus Week in October 2005 staff who have demonstrated outstanding service to customers have been nominated for awards.

Monitoring & Evaluation Arrangements

12. As the Change Programme continues to be rolled out across the Council it is important that members continue to be briefed on progress, and have the opportunity to shape the overall direction of the programme. It is recognised, however, that the overall scale of the programme is such that a themed approach to considering progress is most likely to facilitate effective engagement.
13. To facilitate this it is proposed that the Executive be provided with a quarterly report on overall progress, but with one of the themes being selected each quarter for detailed discussion and examination. A six monthly report on overall progress will be submitted to Full Council.
14. In addition to this, it will be important that the success of the scheme can be effectively evaluated, with the outcome of the evaluation being made available to members. Evaluating the impact of a multi-strand programme designed to deliver both culture and procedural change will require a number of approaches used over a period of time. Evaluative techniques which have been identified for use are:
 - Employee Consultation Survey – A staff Survey was carried out in 2003, and is due to be repeated in 2006. This forthcoming survey will provide a measure of organisational change against the 2003 baseline.
 - 360 degree appraisal – By April 2006 all the Corporate Directors and Chief Officers will have undertaken a 360 degree appraisal, the output of which will inform development priorities at an individual level and collectively will provide a useful baseline of the organisation's position. By April 2007 the exercise will have been repeated, providing a measure of progress against the baseline.

- Member Survey – A mechanism will be established to enable members' experiences of the impact of the Change Programme to be captured and analysed to inform future developments.
 - Customer Focus Survey – A survey of customer perspectives is being undertaken and will provide a benchmark against which future repeat surveys can assess progress.
 - Omnibus Survey – 2003 Baseline.
 - Statement of Internal Control – 2006 Baseline
 - Wales Audit Office Annual Management letter and Audit Report on Statutory Improvement Plan – 2003/04 Baseline
16. Successful delivery of the programme will require sustained commitment and energy throughout the organisation. In progressing the programme to its current stage the Change agents have been conscious of the “Kotter’s Eight Steps” which is a well established model for implementing change. The eight steps are:
- Create a sense of urgency
 - Building a guiding collation
 - Get the vision right
 - Communicate for Buy-In
 - Empower action
 - Creative visible wins
 - Consolidate and create new change
 - Embed changes in culture

Reasons for Recommendations

17. The recommendation allows the Executive to inform the further development of the Change Programme.

Legal Implications

18. This is an information report and as such has no direct legal implications. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. standing orders and financial regulations; (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

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19. There are no financial implications arising directly from this report. Any supported actions requiring additional resources will need to be found from within existing budgets.

RECOMMENDATIONS

20. The Executive is invited to confirm the direction of the Change Programme and acknowledge progress to date.

JO FARRAR

Assistant Chief Executive

23 January 2005

The following Appendices are attached:

Appendix 1

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