

Wales Audit Office Corporate Assessment Follow On Report – Statement of Action

Progress Report December 2016

RECOMMENDATION

R1: The Council must ensure that it addresses the proposals for improvement as set out in this report to deliver improved outcomes within the next 12 months

Ongoing Actions

Ref	Action	Timescale	Lead Officer	Progress
R1	Undertake a review of the Council's Organisational Development Programme (ODP)	Jun-16	Chief Executive	<p>Completed. The review of the ODP was undertaken in April – May 2016. This work led to the re-shaping of the ODP for 2016/17, specifically some refining of the Commercialisation Programme and the introduction of the Performance & Governance Programme. A report of this review was taken to the Policy Review and Performance Scrutiny Committee on 7th June and to Cabinet on 14th June.</p> <p>An independent review of the ODP will be undertaken in Spring 2017. This will be the three-year point for the programme and therefore a suitable time in which to assess its effectiveness and ensure any subsequent iteration of the ODP (or potential new programme) is fully fit to meet the challenges of the future.</p>

PROPOSALS FOR IMPROVEMENT: Leadership & Management

P1: Develop further engagement opportunities with staff and Members to consistently embed a constructive performance management culture across the organisation to help deliver improved outcomes.

Ongoing Actions

Ref	Action	Timescale	Lead Officer	Progress
P1	Development of a new programme for member communications and engagement	Jun-16 (original) May-17 (revised)	Chief Executive	Action Plan relating to outcomes from the Member Communication Survey – Let's Talk About It - developed by Democratic Services. Following on from this, weekly updates for Members are now being issued. Officers are currently exploring the possibility of using storify.com as an innovative way to create a newsletter. The remainder of this work will be progressed through the Member Support and Induction programme ready for the next incoming Council.

Completed Actions

Ref	Action	Timescale	Lead Officer	Progress
P1	Review and refresh of the Council's programme of staff engagement	Apr-16	Chief Executive	Completed. The staff engagement programme has been refreshed and is being implemented for 2016/17.

PROPOSALS FOR IMPROVEMENT: Governance

P2: Clarify the roles and responsibilities within the Council's decision making framework. In particular:

- a. ensuring that meetings of the Informal Cabinet meetings are recorded appropriately;*
- b. ensuring that the title and roles of Assistants to Cabinet Members' are applied consistently ensuring that their limited roles and responsibilities do not cloud any accountabilities;*
- c. review the role and membership of Cabinet Advisory Groups to ensure that those members involved do not sit on any Scrutiny Committee responsible for scrutinising the same/similar issues; and*
- d. ensure that a decision is made on the issue about whether to delegate executive decision-making to individual Cabinet Members.*

Completed Actions

Ref	Action	Timescale	Lead Officer	Progress
P2a	Key action points from informal meeting of the Cabinet will be recorded by the Cabinet Office	May-16	Monitoring Officer	Completed. Guidance Note provided by Interim Monitoring Officer to Cabinet Office on 25th April 2016. Also circulated to Cabinet Members for information on 4th May 2016.
P2b	Role description for Assistants to Cabinet Members will be included within the Council's Constitution and provided to all post-holders to assist in clarifying roles and responsibilities	Jul-16	Monitoring Officer	Completed. The Assistant to Cabinet Member role profile went to Constitution Committee on 21st September and was recommended to full Council for approval. It was agreed as an amendment to the constitution by full Council on Thursday 20th October.
P2c	Terms of Reference for Cabinet Advisory Groups will be agreed	Jul-16	Monitoring Officer	Completed. Terms of Reference were agreed by Cabinet 19th May 2016.
P2d	Constitution Committee to undertake a further review of the volume and category of decisions taken by the Cabinet over the last 12 months and consider making provision within the Council's constitution for executive decision-making to be delegated to individual Cabinet Members	Sep-16	Monitoring Officer	Completed. A report on this went to Constitution Committee on 21st September, thus completing the review. It was agreed that this issue should be considered at the start of the next administration in May 2017.

P3: Further strengthen the Council's scrutiny function by:

- a. developing an approach to scrutinising cross cutting issues; and*
- b. ensuring that any vacancies on scrutiny committees are filled quickly.*

Ongoing Actions

Ref	Action	Timescale	Lead Officer	Progress
P3a	Review of Scrutiny to be undertaken with recommendations to be implemented from the start of the next political term	Dec-16 (original) May-17 (full completion)	Monitoring Officer	<p>The Review of Scrutiny Project was formed as part of the ODP in April 2016. Scrutiny Chairs were informally consulted in June 2016.</p> <p>After the approval of the project brief by the ODP Board in September 2016, a range of activity has taken place, or is underway, including research that incorporates previous review activity and stakeholder engagement that has included the Council's Senior Management Team (SMT), Scrutiny Chairs and which will be open to all Members.</p> <p>The project is due to report its findings in Spring 2017, with the decision on the future structure of Scrutiny to be made at the start of the next Council term.</p>

Completed Actions

Ref	Action	Timescale	Lead Officer	Progress
P3a	Implementation of the recommendations of the Improving Scrutiny Report	May-16	Monitoring Officer	Completed. Scrutiny Chairs considered a Project Progress Report at the Chairs' Liaison Forum on 6th June 2016. Chairs' 2015/16 self-evaluations conducted 15th – 25th May 2016. Dip Sample evaluation of five Scrutiny items from 2015/16 undertaken and completed by May 2016. Annual Member Survey issued on 19th May 2016. Recommendations of WAO Corporate Assessment considered during Committee work programming in July 2016. Quick Wins now implemented. Further improvement action plans transferred to Review of Scrutiny Project.
P3b	Appointments to vacancies on scrutiny committees to be considered as a standing item on all council meeting agendas	May-16	Monitoring Officer	Completed. Action in place.

P3b	Examine reasons why vacancies exist on scrutiny committees as part of the Annual Member Survey	May-16	Monitoring Officer	<p>Completed. Annual Member Survey closed on 16th June 2016 to maximise number of respondents. 45 Members responded. Results have identified a range of Members' perceived challenges around participating in Scrutiny.</p> <p>On the basis of these perceptions, an options paper was prepared and discussed with Group Whips in May and June 2016, with Scrutiny chairs in June 2016, and with Democratic Services Committee in July 2016.</p> <p>Full Council in July decided to temporarily (to May 2017) reduce the number of Members sitting on Scrutiny Committees to 8 Members.</p> <p>As of 9th September, there were just 3 elected Member vacancies, and it was hoped that following the Plasnewydd by-election later in the month an additional Member could be found for Economy and Culture Scrutiny committee.</p> <p>A co-optee vacancy on Children and Young People Scrutiny Committee was filled via the usual Parent Governor election process, with the new co-optee attending her first committee on 27th September.</p>
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P4: Ensure that all committee agendas, minutes and decision-logs are published in a timely manner on the Council's website, and increase the number of committees that are webcast.

Ongoing Actions

Ref	Action	Timescale	Lead Officer	Progress
P4	Extend the webcasting of committee meetings to include one scrutiny meeting per month	Dec-16	Monitoring Officer	Scrutiny Chairs discussed this at their Liaison Forum on 6th June 2016. Plans in place to achieve this commitment. A pilot committee to act as a dry run in November 2016. First live webcast scheduled to be Economy & Culture Scrutiny Committee on 8th December.

Completed Actions

Ref	Action	Timescale	Lead Officer	Progress
P4	All scrutiny committee agenda, minutes and decision logs to be published in a timely manner	Apr-16	Monitoring Officer	Completed. Continued monitoring of performance by Democratic Services on a quarterly basis in 2016/17.

P5: Enhance Member accountability by:

- a. ensuring that the Standards and Ethics Committee plays a more proactive role in promoting and enforcing the Cardiff Undertaking for Councillors and supporting policies in relation to Member conduct and behaviour; and*
- b. strengthening member development and learning programmes based on competency assessments to improve skills and understanding to enable them to undertake their roles more effectively; and*
- c. determining what training should be considered essential for Members to discharge their role effectively.*

Ongoing Actions

Ref	Action	Timescale	Lead Officer	Progress
P5b	Democratic Services Committee to review Member Development & Training and to agree new approach and programme to commence in May 2017	Dec-16	Monitoring Officer	<p>Project Brief considered by Performance and Governance Programme Board, and discussed by OD Board in September. Democratic Services Committee considered the draft plan on 21st September 2016. An officer board has been established to do further work on this.</p> <p>Democratic Services Committee's task and finish group met in July to review Cardiff's 2015/16 Member Development Programme, and considered the results of the 2016 Member Survey relating to Member Development to make recommendations on induction arrangements for 2017.</p>
P5c	Democratic Services Committee to agree essential training and frequency of training prior to start of new council term in May 2017	Dec-16	Monitoring Officer	<p>The member induction programme was considered by Democratic Services Committee on 7th December. Further work will take place prior to a finalised programme going to Democratic Services Committee in March.</p>

Completed Actions

Ref	Action	Timescale	Lead Officer	Progress
P5a	Standards & Ethics Committee to publish biannual Member Briefings on the work of the Committee underlining the importance of the Cardiff Undertaking and member conduct and behaviour	Aug-16	Monitoring Officer	Completed. The first Member Briefing was issued on 26th August 2016, and further will follow.

PROPOSALS FOR IMPROVEMENT: Performance Reporting

P6: Further strengthen performance reporting arrangements to support decision making by:

- a. including SMART performance measures within directorate delivery plans, and ensure that these are reported to Cabinet and scrutiny to demonstrate progress;*
- b. consistently using and reporting on a Red/Amber/Green rating for Corporate Plan commitment actions and Directorate Plan actions in quarterly reports provided to Scrutiny;*
- c. mandating consistent service level plans; and*
- d. prioritising key performance indicators (KPIs) where the Council will seek to demonstrate improved performance and outcomes.*

Ongoing Actions

Ref	Action	Timescale	Lead Officer	Progress
P6c	Service planning framework to be developed focusing on providing a robust and proportionate approach to collating, analysing and using performance information data not captured within Directorate Delivery Plans	Oct-16 (original) Mar/Apr-17 (revised)	Head of Performance & Partnerships	The Business Planning project within the Performance & Governance programme is developing an approach to planning that will incorporate service-level plans in 2017/18. This will follow on from a refreshed approach to Directorate Delivery Planning.
P6d	A Balanced Scorecard approach that focuses on those KPIs which best measure the Council's performance and outcomes will be developed and implemented consistently across the Council	Jun-16 (original) April-17 (revised)	Head of Performance & Partnerships	An initial reporting model was taken to SMT for discussion in June and further developments have been made as a result of these discussions. Work is ongoing to develop and improve a model which gives an at-a-glance view of Council-wide indicators underpinned by a performance report that gives detail of Directorates' challenges, achievements and performance. This will build on the model used within Neighbourhoods Services; scorecards are being developed for other pilot areas with the aim of developing a whole-Council approach ahead of the new financial year.

Completed Actions

Ref	Action	Timescale	Lead Officer	Progress
P6a	All Directorate Delivery Plans to include SMART objectives	Apr-16	Head of Performance & Partnerships	Completed. The Council's Corporate Performance Team worked with Services' performance management leads to undertake a peer review of 2016/17 Directorate Delivery Plans to ensure the inclusion of SMART objectives. Further work will also be undertaken in this area as part of the Business Planning project, which will develop the planning approach for 2017/18.
P6b	Guidance on how actions should be Red/Amber/Green rated to be communicated to Improvement community	May-16	Head of Performance & Partnerships	Completed. A consistent approach to RAG-rating activities set out in Directorate Delivery Plans has now been developed, building on the Council's existing Risk Management matrix. An automated approach has now been developed to RAG-rating Performance Indicator outturns, using formulae that automatically classify outturn results on the basis of corporately-set tolerance levels.

PROPOSALS FOR IMPROVEMENT: Corporate Enablers

P7: Adopt a more cohesive and co-ordinated approach to corporate enabler functions to better help the Council drive improvement.

Ongoing Action

Ref	Action	Timescale	Lead Officer	Progress
P7	Refreshed Performance Management Strategy to focus on role of Corporate Enablers and make recommendations for improvement	Sep-16 (original) May-17 (revised)	Head of Performance & Partnerships	A new Performance Management Strategy will be developed ready for launch in May 2017. The Strategy will give an overview of the Council's approach to managing service performance, with an emphasis on how this approach will maintain a focus on improving outcomes for our residents and service users, and facilitate constructive use of performance information across a range of forums. The Strategy will incorporate the outputs from the three Performance Management projects within the ODP, as well as other work that has been taken forward by the Council's Performance Team and wider Performance Network. The Strategy will include a Framework element that will enable a range of colleagues to apply the principles of the Council's approach to Performance Management.

P8: Further develop the Council's performance management arrangements by:

- a. enhancing the Council's performance management strategy to include guidelines timescales, processes and procedures to support a consistent approach; and*
- b. increasing the level of performance management and challenge undertaken by the central performance team.*

Ongoing Actions

Ref	Action	Timescale	Lead Officer	Progress
P8a	Update the framework element of the Performance Management Strategy to reinforce these areas before further development of the overall strategy	May-16 (business as usual basis) May 2017 (complete version)	Head of Performance & Partnerships	The Performance Management Framework for the Council is currently being developed. It will incorporate the outputs of the Performance Management projects within the ODP and other activity that is currently ongoing to continually develop and improve the ways in which the Council manages its performance. The Performance Management Framework will then underpin the Performance Management Strategy, enabling colleagues across the organisation to apply the principles of the latter document.
P8a	Review and refresh the Performance Management Strategy	Sep-16 (original) May-17 (revised)	Head of Performance & Partnerships	A new Performance Management Strategy will be developed ready for launch in May 2017 as described above.
P8b	Improvement team to increase level of performance management and challenge	Mar-16 ongoing	Head of Performance & Partnerships	This work is being taken forward through the Performance Support and Improvement project within the Performance & Governance programme and the Performance Support Group (PSG). The PSG comprises senior representation from across the Council that, supported by the Corporate Performance Team, identify and investigate areas of challenging performance, highlight areas of strong performance and provide SMT and other senior audiences with assurance that operational performance issues are being managed in a consistent and effective way.

P9: Further develop the Council's Human Resource processes and strategies by:

- a. strengthening the Council's staff appraisal process by including explicitly measureable objectives, capturing information on training on a corporate basis, and developing links to staff's future career aspirations to support workforce and succession planning; and*
- b. further embedding the Council's workforce strategy and integrating this with financial and service planning.*

Ongoing Actions

Ref	Action	Timescale	Lead Officer	Progress
P9a	Deliver the Performance Management Project.	Mar-17	Chief HR Officer	<p>Review of Personal Performance & Development Review (PPDR) scheme - PPDR Focus Group discussions have been completed and the feedback has been collated in a report.</p> <p>The report has identified 6 themes on which to base our review of the current process: Delivery, Content, Time Management, Ratings, Technology, and Learning & Development. Based on the employee feedback and project board input, a draft version is currently being prepared for full consultation, feedback and discussion.</p> <p>In September we engaged with the Project Board, Ambassador Group, the Academy, Senior Management Forum and Works Council. During October we revisited the staff focus groups with the draft proposals for further consultation. In November, the draft version of the new approach was launched to the organisation through the Employee Roadshows and consultation will be undertaken with Trade Unions and PRAP Members in December.</p>

P9a	Delivering Learning & Development Project including: 1. City of Cardiff Council Academy Board to oversee priorities for workforce training corporately	Mar-17	Chief HR Officer	<p>Approval was given at the Academy Board meeting in April for the roll-out of the Cardiff Manager Programme to Grades 7 and below, and for the appointment of a Service Delivery Lead to focus on the co-ordination and delivery of quarterly Pitch Perfect events, and for the pilot of a Digibus proposal to take Essential Skills screening to 'hard-to-reach' workplaces.</p> <p>The Service Delivery Lead was appointed in July. The next Pitch Perfect Training Scheme will start in October and will culminate in a Final event in early December.</p> <p>Academy Board meeting in July agreed to take forward pilot within Commercial Services focusing on Essential Skills assessment tool (WEST) and essential skills training for front-line staff. Discussions to roll out NVQ qualifications for front-line staff in Commercial Services, City Operations, Communities and Social Care are being progressed. Funding is available via Cardiff & Vale College (CAVC) for the next 3 years.</p> <p>Work has been completed on the development of the Academy's training facilities at City Hall which were fully operational from October 2016. The development has also enabled the successful relocation of the Social Care Training Unit (including Care First) to City Hall to complement the Office Rationalisation project.</p>
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P9a	Delivering Learning & Development Project including: 2. Cardiff Manager Programme extended to all managers Grade 7 and below	Mar-17	Chief HR Officer	<p>Cardiff Manager Programme (CMP) for Grades 7 and below started on 4th May 2016 and all courses to the end of July were fully subscribed. Courses from August 2016 to March 2017 were made available through DigiGov on 22/05/16.</p> <p>The Academy scheduled 56 CMP sessions from May – December 2016 and is running at close to 100% capacity. Feedback from participants is that they appreciate having the opportunity to attend this training and 84% have said that they would like to take the ILM L3 award.</p> <p>To increase capacity, the Academy has increased class size from 12 to 16 (except Finance sessions). Further sessions from December have been scheduled.</p>
P9b	Deliver the Workforce Planning Project including: 1. Development of process for succession planning across the Council	Mar-18	Chief HR Officer	<p>Initial research is underway which started in May 2016. Other aspects of the Workforce Planning project are taking this into consideration as a long-term objective to ensure that there are seamless links and the succession planning process can develop from the workforce planning toolkit and data.</p>
P9b	Deliver the Workforce Planning Project including: 2. Development of Workforce Planning guidelines and toolkit including a technology-based solution	Jan-17	Chief HR Officer	<p>Research on toolkits taking place in order to ascertain best practice. Review of processes in Core Cities. Draft toolkit was produced during September for review by Directorate representatives. The toolkit will have a variety of tools to allow for workforce planning at a variety of levels of maturity and dependent on the requirements of the particular Directorate.</p>

P9b	Deliver the Workforce Planning Project including: 3. Develop profile information for service area use in financial and service planning	Sep-16	Chief HR Officer	Review of information provided for 2016/17 taking place also liaison with Business Planning project so that there is a seamless link. Identification of additional profile information underway including an assessment of what can be delivered from current systems and what would be required in the future.
P9b	Deliver the Workforce Planning Project including: 4. Develop a strategy for the temporary, casual and agency workforce taking account of social inclusion and youth engagement	Mar-17	Chief HR Officer	Initial planning underway and discussions taking place with colleagues in other Directorates. Draft paper to be available in the New Year for discussion at SMT. To include section on process for providing work placement opportunities within the Council to young people as well as those looking to re-enter employment.

Completed Actions

Ref	Action	Timescale	Lead Officer	Progress
P9a	Deliver the Performance Management Project including: 1. Development of e-learning module on SMART objective setting	Mar-17	Chief HR Officer	Completed. The existing PPDR e-learning modules have been re-designed to include more detail on SMART objectives. It includes an explanation of SMART, process of developing a SMART objective, identification of SMART objectives and writing SMART objectives. E-learning module completed and available to support managers in setting objectives.
P9a	Deliver the Performance Management Project including: 2. Setting SMART objectives is to be a Corporate Objective for all managers 2016/17	Mar-17	Chief HR Officer	Completed.

P10: Complete the data capture exercise relating to the use of assets and develop a single system to hold appropriate asset management information.

Ongoing Actions

Ref	Action	Timescale	Lead Officer	Progress
P10	Submit detailed business case to Investment Review Board for final approval	May-16	Director Economic Development	<p>Presentations received from leading 3rd party providers. Project scope broadened to include Design Construction Excellence Wales report and statutory compliance. Business Case for Real Estate IT software has been reviewed and aligned with H&S IT requirements.</p> <p>Business case presented to Investment Review Board (IRB) early November detailing preferred option for Real Estate IT solution. Approval granted by IRB to undertake tendering process. Tender anticipated to commence early 2017 following completion of detailed requirement specification.</p>
P10	Subject to approval from Investment Review Board, implement the new Corporate Asset Management system	May-18	Director Economic Development	Progressing as per above.

P11: Ensure all outstanding actions from the Construction Excellence Wales review of the Council's building maintenance framework are completed.

Ongoing Action

Ref	Action	Timescale	Lead Officer	Progress
P11	Complete all outstanding actions from the Construction Excellence Wales (CEW) review of the Council's building maintenance framework	Mar-17	Corporate Director, Resources	<p>The Building Maintenance Performance board chaired by the Assistant Director of Communities oversees the actions that were recommended by CEW. The majority are now closed, however a couple are still in progress including the recommendation to create a community benefits board.</p> <p>Statutory Maintenance Programme Our main mechanical and electrical framework contractor (Kier) deliver a statutory maintenance programme on behalf of FM Building Services. There is now a yearly maintenance plan for all those buildings within Building Services control or signed into the SLA. A process for certifications received and repairs required is in place to ensure statutory compliance is achieved. A new software package to monitor and manage Statutory Obligations on all Council assets is being progressed in partnership with Caerphilly County Borough Council Health and Safety team; this will also provide an improved service to opted-out schools to manage their obligations.</p> <p>Community Benefits A community benefits board is still in progress and will form a formal part of the next reiteration of the Framework. To date two apprentices (1 x mechanical and 1 x electrical) have been appointed through CAVC. A community project through our materials supplier Travis Perkins is being investigated.</p>

P12: Further strengthen the Council's financial planning processes by:

- a. developing more explicit links between the Medium Term Financial Plan (MTFP) and the Council's improvement planning arrangements;*
- b. strengthening links between the Medium Term Financial Plan and service plans;*
- c. ensuring that savings proposals owned by Directorates are linked to the Organisational Development Programme where relevant, are fully costed, and that delivery is driven by the Organisational Development Programme Board; and*
- d. ensuring all budget savings plans are fully developed as appropriate with realistic timescales when the annual budget is set.*

Ongoing Actions

Ref	Action	Timescale	Lead Officer	Progress
P12a	Develop more explicit links between the MTFP and improvement planning arrangements as part of the 2017/18 budget process	Dec-16	Corporate Director, Resources	<p>Initial meeting held with Head of Performance & Partnerships in June 2016 in order to scope out the two-way interaction between the building up of the MTFP and the improvement planning arrangements.</p> <p>This in-principle agreement was followed up by respective officers during August. The shift in timetable referred to in 12d has provided greater opportunity to ensure the links between these processes are strengthened and enhanced during the course of 2016/17 in preparing for 2017/18 onwards.</p> <p>Work is currently being undertaken to identify and establish links with the Corporate Plan in respect of revenue and capital budgets. This will include the impact of recent legislation such as the Well-being of Future Generations Act (WFG).</p>

P12b	Strengthen the link between the MTFP and service plans as part of the 2017/18 budget preparation work	Dec-16	Corporate Director, Resources	<p>Initial high-level saving plans for 2018/19 are being developed by officers and detailed savings plans have been received for 2017/18. These plans have been reviewed for detail and achievability, and were discussed at joint SMT/ Cabinet Meeting on 18th July which resulted in further work needed to refine proposals or identify alternative ones. Due diligence work continues to take place in respect of all plans. Specific piece of work is being undertaken in partnership with Social Services Directorate in order to further refine the links between the service plan and the MTFP by identifying the range of cost/saving impact of each intervention. Continual review of MTFP ensuring cross reference to current and future service plans. The half-year position of the Corporate Risk Register has been taken to cabinet and Audit Committee respectively and the results have been tested against the MTFP. SMT workshop was held in early October on WFG with the results of that being scoped out and then tested back to consider impact on service delivery plans. 2017/18 Directorate budget proposals submitted for consultation have been preliminarily considered together in respect of WFG and will be continually reviewed at points in time in order to maintain that strategic link and focus.</p>
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P12c	Review, as part of Budget Strategy, the opportunities to enhance linkages between savings proposals from Directorates and the Organisational Development Programme	Jul-16 (original) May-17 (revised)	Corporate Director, Resources	Monthly meetings continue to take place between the OD Operational Manager and the Service Accountancy Manager. Currently, links have been made to business cases that have been accepted for 2016/17 budget savings where OD are assisting in order for them to be achieved. These will be reported to OD programme to highlight the impact of change, but will remain the individual Directorate's responsibility for achievement against the accepted saving proposal. 2017/18 saving proposals have been shared with OD to ensure that early sight enables early engagement with Directorates in delivering budget proposals in a full and prompt manner. OD are fully engaged in thematic areas such as digitisation both in terms of identifying technology and suitable areas within the Council that could benefit.
P12d	Continue - and build upon - approach adopted for 2016/17 budget	Mar-17	Corporate Director, Resources	2017/18 Budget commenced with Directorates providing budget proposal savings by 13th May 2016. Budget Strategy approved by Cabinet on 14th July 2016. The period between July and October has been a continuing review of suitability and diligence in respect of Directorate budget savings proposals. Regular updates have been shared at Directorate, SMT and Cabinet level. Provisional Settlement was received as anticipated on 19th October, the results of which were compared against the assumptions that were contained within the Budget Strategy. The Budget Strategy was revised accordingly with the new set of assumptions and the 2017/18 Budget Proposal report was considered at Cabinet on the 10th November 2016. Following approval at Cabinet, Public Consultation commenced on the 11th November 2016. The focus of the work currently is further due diligence and detail on the 2017/18 budget proposals and requests have been submitted for further detailed plans for 2018/19.

P13: Further strengthen the Council's IT arrangements by:

- a. further developing the draft Digital ICT strategy and formally agreeing this strategic vision for delivering digitally enabled services;*
- b. deploying the Customer Relationship Management system fully to appropriate services across the Council;*
- c. implementing the mobile scheduling and flexible working technologies where appropriate; and*
- d. expanding the number and depth of ICT KPIs measured and reported, to cover the whole ICT service, and benchmark against public service comparators.*

Ongoing Actions

Ref	Action	Timescale	Lead Officer	Progress
P13b	Initiate project to deliver phase 2 of the CRM	Jun-16 (original) (new date TBC)	Corporate Director, Resources	Due to technical issues roll-out of the CRM has not met its original timescales. The supplier for CRM – SAP – has escalated the Council's concerns to global level in order to seek a resolution to this issue, resulting in senior representatives from across SAP's worldwide structure working directly with the Council. A new timescale will be established once this work has been completed.

P13c	Roll out flexible working across the Council for those workers who would benefit from delivering their services in a range of locations	Dec-16	Corporate Director, Resources	<p>We currently have around 1,750 staff with remote access to the corporate network, many of whom work as home workers, work flexibly at home or work out of the office on an ad-hoc basis. These staff traditionally use PCs, laptops or tablets to access Council systems.</p> <p>We have 280 staff using customised mobile applications to work directly from site rather than visiting offices. This includes care workers and our community maintenance teams. In addition to this we have 1,500 users with remote access to email to allow them to access their messages from wherever they are.</p> <p>Further business cases being developed to underpin future phases of these various models of flexible working and since April over 400 social care staff have received laptops/tablets & new smartphones to mobilise their working practices and allow them to work in a more flexible and efficient manner.</p> <p>To further support mobile working we have created 40 touchdown points across the city where staff can call in to charge their devices, access public Wi-Fi, use meeting rooms, have quiet places to work or just pick up print-outs.</p>
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P13d	Review the ICT additional performance reporting requirements and establish a revised basket of KPIs	Mar-17	Corporate Director, Resources	We are working with SOCITM Wales and the Welsh Unitary Authority ICT leads to discuss a common approach to KPIs across Wales but also with reference to wider SOCITM member KPIs within English authorities. Cardiff has led on the procurement of an all-Wales SOCITM benchmarking exercise which is benchmarking aspects such as digital maturity, IT maturity, IT performance and IT cost effectiveness and will use the outcomes of these benchmarks to inform potential future KPIs in addition to, or to replace existing KPIs. The benchmarking commissioned to review Local Authorities' digital maturity is now in the process of being procured by Welsh Government via SOCITM for wider use.
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Completed Actions				
Ref	Action	Timescale	Lead Officer	Progress
P13a	Digital Strategy 2016-21 to be considered by Cabinet	May-16	Corporate Director, Resources	Completed. Strategy approved by Cabinet on 19th May. The implementation of the Strategy is ongoing across the Council, both through the OD Programme and service activity.

P14: Further strengthen the Council's information governance arrangements by:

- a. completing the outstanding actions from the Information Commissioner's Office audit on data protection and information confidentiality;*
- b. increasing the level of staff completion of the Council's information confidentiality and data protection e-learning training programme;*
- c. fully implementing the Electronic Records Management System across the Council;*
- d. improving the Council's response rates against statutory targets in respect of data protection subject access requests and Freedom of Information Act requests; and*
- e. completing a Caldicott principles into practice self-assessment.*

Ongoing Actions

Ref	Action	Timescale	Lead Officer	Progress
P14a	Continue to implement the Action Plan following most recent audit by the Information Commissioner's Office	Mar-17	Corporate Director, Resources	Building Security: A review of County Hall security was undertaken by the Corporate Security Manager. This included promoting a proactive security culture through the wearing of security identification as well as control of visitors, contractors and members of the public who visit the building. Good progress has been made, for examples segregating pedestrian access areas as part of the car park revisions, upgrading the car park lighting to LED in the first three bays, installing new software (Kalamazoo reader) to monitor visitors to County Hall and establishing revisions to the hours staff use the side entrance. A review of CCTV coverage and ID access cards has also been completed and a project plan has been developed. Subsequent actions will be completed in Spring 2017.

				<p>ICT Security Officer training to be reviewed by OM IT Services: ICT forensic investigation training completed by ICT Security & Investigations Officer.</p> <p>Starters, Leavers & Movers (SLAM) process to be revised: Work is almost complete on joining the datasets between our key personnel systems SAP and DigiGOV with Cardiff's Active Directory (AD) to ensure the process of dealing with starters and leavers is more efficiently managed.</p> <p>This data matching and linking process will remove any ambiguity of leavers' details between these systems allowing more timely disabling and deletion of accounts. This integration is in final stages of data cleansing and testing. Data from the personnel systems will be used to populate AD as appropriate and vice versa in order to improve the quality of data in all three systems and ensure data in all three systems are then updated in sync. This improved data integration will allow speedier setup of users and also more timely removal.</p> <p>A report will be presented to SMT shortly to obtain their agreement on more timely removal of email and system accounts of staff leaving the organisation and meetings are also taking place to understand how we can more quickly setup accounts for staff joining at short notice, such as agency workers.</p>
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P14c	Rollout EDRMS to remaining users (circa 4,000)	Apr-17	Corporate Director, Resources	<p>Additional resource recruited to accelerate roll-out. On-boarding process re-worked to facilitate increased uptake. To date SharePoint has 14 live sites with 579 users (12% of Council employees) now using the system. 15 further sites with 272 users are currently being developed and are expected to be deployed between January and May 2017 with a remaining 57 sites based on the organisation structure today that are yet to be developed.</p> <p>An additional resource request is being presented to the IRB board in December 2016 to assist with escalating the speed of the roll-out and to enhance the training.</p>
P14d	Seek approval to bring all SARs and FOI requests within the corporate responsibility of the Improvement and Information Team	Sep-16	Corporate Director, Resources	<p>Improved compliance within the Children's Services area is significant and has proved that a centralised process is more effective. Further discussion needed in order to deliver the Adult Services work. The work to understand the impact on performance and compliance to deliver the service for Communities has taken place. Discussion scheduled for 7th December with the Director of Communities and Housing, and the Head of Finance.</p>

Completed Actions

Ref	Action	Timescale	Lead Officer	Progress
P14b	Implement new Information Governance e-learning training programme	May-16	Corporate Director, Resources	Completed. E-learning package finalised and translated. Release due in October 2016 (w/c 17/10/16 for SMT, w/c 24/10/16 for all staff) and closure date of end of December 2016. Work is ongoing with HRPS to ensure that the starters and leavers process is more efficient which will enable improved roll out.
P14e	Undertake a review of existing information governance monitoring arrangements to provide assurance that they appropriately reflect Caldicott principles	Mar-17	Corporate Director, Resources	Completed. The NHS CPIP assessment questions have been completed (May 2016) by the Corporate Information Governance Team and the Director of Social Services. Assessment and Action Plan completed and shared with the Information Security Board on 2nd September 2016. NB// The full NHS assessment process is currently not available for use. Further enquiries are underway with NWIS.