

ORGANISATIONAL DEVELOPMENT PROGRAMME UPDATE

Reason for the Report

1. To give Committee an opportunity to receive more detailed information on work to date to deliver the Organisational Development Programme, as requested following scrutiny in January 2015, in order to assure itself of the Council's progress in addressing the findings of the Wales Audit Office (WAO) Corporate Assessment of the City of Cardiff Council, September 2014.

Scope of the Scrutiny

2. This Committee's terms of reference empower the Committee to scrutinise:
 - the way the Council manages its performance and improvement;
 - how effectively the Council is implementing its policies; and
 - the effectiveness of the Council's systems of financial control, administration and human resources.
3. This item therefore gives Committee the opportunity to exercise this power by holding the Cabinet Member and officers to account for their delivery of the milestones set out for the Organisational Development Programme. Members may wish to relay any observations on the update report attached at **Appendix A**, which has been prepared by officers, and on the Council's effectiveness to date in delivering the Organisational Development Programme, as well as any suggestions on how to optimise that delivery in the coming months.

Background

4. In May 2014, the Council established an Organisational Development Programme, in response to the Welsh Local Government Association Peer Review. Following the WAO Corporate Assessment, the Organisational Development Programme was amended to ensure it addressed the range of issues identified by the Assessment. These issues are listed at **point 3** of the update report, **Appendix A**.
5. The update report attached at **Appendix A** provides details of:
 - The key impacts of the Organisational Development Programme – **points 12-18 Appendix A;**
 - The key changes achieved by each of the Programme's key work streams, namely: strategic commissioning; customers and community focus; assets and infrastructure; improving governance; and engagement and improvement – **Appendix 2 of Appendix A;**
 - The realignment of the Organisational Development Programme – **points 25 – 26 and Appendix 1 of Appendix A;**
 - The proposed next steps – **point 28, Appendix A.**
6. This Committee has previously received details of the proposed measures of success, objectives and milestones for each of these Programmes, as part of Committee Papers for 6 January 2015; these can be accessed from:
<https://www.cardiff.gov.uk/ENG/Your-Council/Councillors-and-meetings/CouncilMeetings/Pages/default.aspx#lists>

Previous Scrutiny

7. This Committee has concentrated a significant portion of its 2014/15 work programme to scrutinising the various Organisational Development work-streams as well as the overall delivery of the Organisational Development Programme, including:
 - May 2014 – scrutiny of the draft Cabinet report on the Programme of Organisational Change
 - November 2014 – scrutiny of the Strategic Commissioning work stream
 - January 2015 – scrutiny of progress overall with Programme
 - March 2015 – scrutiny of the Improving Governance work stream.

The letters following these scrutinies are attached at **Appendix B**, with responses where received.

8. This Committee has also undertaken other relevant scrutinies, including:
 - WAO Corporate Assessment - September 2014 and January 2015;
 - Quarterly performance reports – June 2014, September 2014, November 2014 and March 2015;
 - Budget Monitoring reports – July 2014, September 2014, December 2014, February 2015 and March 2015;
 - Cardiff Debate – November 2014.

Way Forward

9. Councillor Graham Hinchey, Cabinet Member for Corporate Services and Performance has been invited to attend for this item and may wish to make a statement. Paul Orders, Chief Executive, Christine Salter, Corporate Director Resources, Sarah McGill Director of Communities, Housing and Customer Services and Martin Hamilton, Chief Officer Change & Improvement, will be in attendance to give a presentation and to answer Members' questions on the delivery of the existing programme and the shape of the realigned programme. Barry Quirk, Peer Advisor Cardiff Challenge Forum, will also be at the meeting to share his reflections and views.

Legal Implications

10. 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 on 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

11. 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

The Committee is recommended to:

- i. consider the information presented in this report, appendices and at the meeting;
- ii. decide whether it wishes to make any recommendations to the Cabinet.

MARIE ROSENTHAL

County Clerk and Monitoring Officer

25 March 2015

Background papers:

- *“Establishing a Programme of Organisational Change for the City of Cardiff Council”* Cabinet report, 15 May 2014
- Wales Audit Office Annual Improvement Report including the Corporate Assessment 2014 The City of Cardiff Council, September 2014
- Wales Audit Office Corporate Assessment Cabinet report 18 September 2014
- City of Cardiff Council Audit Committee cover report on the Programme of Organisational Change and Wales Audit Office Corporate Assessment, 8 December 2014.