

A. Significant Governance Issues - Updated Position

Significant issue	Resources	Social Services	Economic Development	Education & LL	Governance & Legal Services	Communities, Housing & Customer Services	City Operations
Position as at 30.09.2015							
<p>Capacity & Decision Making The Council is facing unprecedented financial pressures where significant savings have had to be realised, consequently Directorates have seen a reduction in staff resources which increases the pressure on staff to have the capacity to provide professional and sound advice.</p>	<ul style="list-style-type: none"> · Prioritisation of work to make best use of internal expertise. • Use of Technology such as DigiGOV, which has streamlined processes. • Service Reviews and key activity analysis of statutory and non statutory services. • Considerations are given to what can no longer be delivered with a balanced budget. 	<p>Difficult to fully or effectively quantify since all areas of the business are under significant pressure much of which is mitigated by very committed staff being prepared to work additional hours without remuneration. Significant in-roads have been made in terms of reducing caseloads, bringing new preventative initiatives on stream and additional capacity at Assistant Director level which is critical.</p>	<p>Major budgetary pressures and the need for recognition that this will lead to a reduced service in Economic Development, with objectives needing to be reviewed accordingly for next year.</p>	<p>The Directorate continues to prioritise available resources and make best use of internal expertise. We have made significant savings and improved outcomes over the last two years. Whilst challenging, further savings and further deliverables are deliverable.</p>	No change	No change	Unchanged
<p>Organisational Development (OD) Plan The Cabinet acknowledges the range of critical challenges facing the Council. In order to respond to these challenges an ambitious programme of organisational change has been established to reflect the transformational ambition for the Council and for Cardiff. This includes a wide number of capital and other projects. We need to ensure that projects are commissioned through proper arrangements and that their subsequent sponsorship ensures that project objectives are met. The requirement to have sound processes and governance arrangements are critical to the success of the Programme.</p>	<p>It is felt that this no longer represents a 'significant governance issue'. The focus is now on delivering the OD Plan to bring about the required changes which is managed as a corporate risk.</p>	<p>This is providing much needed capacity and enables robust and effective programme management in Adults Services and Children's Services.</p>	No change	<p>The Directorate is engaging in the OD programme, identifying where Education can benefit from each project and continuing to develop the SOP through the OSD framework.</p>	No change	No change	Unchanged

Significant issue	Resources	Social Services	Economic Development	Education & LL	Governance & Legal Services	Communities, Housing & Customer Services	City Operations
Position as at 30.09.2015							
<p>Commissioning Capability and Capacity In the new Organisational Framework this will be a critical competency and capability. The success of a number of programmes depends on having this capability and capacity in place e.g. Health & Social Care transformation.</p>	<p>It is felt that this can be closed as a significant governance issue. Given the refocus of the Organisational Development programme and in particular the establishment of the Reshaping Services Portfolio and associated programmes, although we will still be progressing the Council's strategic commissioning approach, it will not impact on or delay delivery of the Reshaping Services programmes.</p>	<p>It is recognised that the scale of change required in commissioning requires review as part of the ODP</p>	<p>No change</p>	<p>No change</p>	<p>No change</p>	<p>No change</p>	<p>Unchanged</p>
<p>Transparency of Internal Market Costing The Council's internal charging arrangements are not always sufficiently transparent in terms of rate setting, monitoring and charging. Some council wide arrangements, for instance the timescales operated by Service Desks are not always sufficiently aligned to the requirements of business critical services within Directorates.</p>	<p>Work has been undertaken across the directorate with regards to understanding the costs of providing individual services. This has shown itself in the revised Service level agreements to schools in areas such as IT, HR and Finance and now needs to be developed further so that the cost allocation of 'central support' areas is clear and transparent. The current position is that not all services 'pay' for central services and whilst this may remain the position there is a need to ensure that the services that are delivered from the resources directorate respond to the needs of the customer. Looking forward, there are therefore two distinct pieces of work that need to be completed, one being an understanding of the cost and charging relationship of central services and the second is the continuation of the directorate reviewing its service delivery either by commencing a review or in most cases delivering against an action plan that has arisen out of the several service review completed within the directorate.</p>	<p>No change</p>	<p>No change</p>	<p>The Directorate continues to work through the School Budget Forum to review the services provided to schools. The first Council provided service to be challenged through the new SLA Standards Board will be FM services.</p>	<p>No change</p>	<p>No change</p>	<p>Unchanged</p>

B. New Significant Issues

Directorate	Significant Issue	Action Implemented / Proposed
Resources	The range and extent of new models of service delivery is impacting on the work of officers within Resources.	Resources requirements for project needs to be clearly identified in order to ensure proper professional advice is provided
Social Services	Failure to implement the Social Services & Wellbeing (Wales) Act 2014	<ul style="list-style-type: none"> - New governance arrangements in place to ensure effective monitoring of progress across the region. <ul style="list-style-type: none"> - Senior lead officers identified with responsibility for each work stream - Regional task and finish groups established for each work stream and action plans being delivered - Updated Social Care Development and Workforce Plan submitted to Welsh Government in September 2015 <ul style="list-style-type: none"> - Successful partnership workshop held to ensure full engagement in process - Officers contributing to national work groups as required - Regular reports to Scrutiny Committee with references to Cabinet in place
	Failure to reduce the cost of delivering Social Services	<p style="text-align: center;">Strategic service improvement governance arrangements including:</p> <ul style="list-style-type: none"> - Organisational Development Programme - Children's Services Improvement Board <ul style="list-style-type: none"> - Adult Services Improvement Board - Vulnerable Families Partnership Board - Social Services Reshaping Programme
Economic Development	Major Budgetary pressures and the need for recognition that this will lead to a reduced service in Economic Development, with Objectives needing to be reviewed accordingly for next year	Unchanged
Education & LL	no significant issues identified	no significant issues identified
Governance & LS	no significant issues identified	no significant issues identified
Communities, Housing & CS	Unchanged	Unchanged
City Operations	Unchanged	Unchanged