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AGENDA

Committee POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

Date and Time of Meeting WEDNESDAY, 13 MARCH 2019, 4.30 PM

Venue COMMITTEE ROOM 4 - COUNTY HALL

Membership Councillor Walker (Chair)
Councillors Berman, Bowen-Thomson, Boyle, Cunnah, Hudson, Lister and Mackie

Time approx.

- 1 Apologies for Absence** 4.30 pm
To receive apologies for absence.
- 2 Declarations of Interest**
To be made at the start of the agenda item in question, in accordance with the Members' Code of Conduct.
- 3 Minutes (Pages 3 - 12)**
To approve as a correct record the minutes of the previous meeting.
- 4 Delivery of the Capital Ambition Programme (Pages 13 - 48)** 4.30 pm
 - Overview/progress report/Governance arrangements
 - Service Review programme
 - Digital First programme
 - Corporate Landlord programme
- 5 Way Forward (Pages 49 - 50)**
- 6 Urgent Items (if any)**

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7 Date of next meeting

The date of the next scheduled meeting of the Policy Review and Performance Scrutiny Committee is on Wednesday 10 April 2019 at 4.30 pm

Davina Fiore

Director Governance & Legal Services

Date: Thursday, 7 March 2019

Contact: Kate Rees, 029 2087 2427, kate.rees@cardiff.gov.uk

POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

20 FEBRUARY 2019

Present: Councillor Walker(Chairperson)
Councillors Berman, Bowen-Thomson, Boyle, Cunnah, Hudson,
Lister and Mackie

61 : APOLOGIES FOR ABSENCE

None

62 : DECLARATIONS OF INTEREST

COUNCILLOR	ITEM	REASON
Mackie	Draft Budget Proposals	Personal

63 : MINUTES

The minutes of the 16 January 2019 were approved as a correct record.

64 : CORPORATE PLAN 2019-22 - FINAL DRAFT

The Chairperson welcomed:

- Councillor Huw Thomas, Leader of the Council;
- Councillor Chris Weaver, Cabinet Member Finance, Modernisation and Performance;
- Paul Orders, Chief Executive;
- Christine Salter, Corporate Director, Resources;
- Gareth Newell, Policy, Partnerships & Citizen Focus Manager
- Dylan Owen, Head of Cabinet Office

The Chairperson reminded the Committee that they had previously had the opportunity to consider an early draft of the 2019/20 Corporate Plan in January 2019 and the Performance Panel was also afforded an opportunity to consider the targets proposed at an informal session. Following both scrutinies the Committee had sent letters to the Cabinet Member outlining the comments and observations, which were attached in the papers.

The Chairperson invited Councillor Huw Thomas to make a statement.

Councillor Thomas explained that since the election in 2017 the Administration set out its policy agenda with commitments towards schools, building new council houses and the expansion on the Corporate Apprentice Programme. The Corporate Plan was the essential document for delivery with a criteria for success. The early intervention from Scrutiny Committee's was welcomed and supported engagement and development. It was also recognised the 12 recommendations from the Performance Panel supported change.

The Officers were invited to give an oversight of changes that has been made as a result of scrutiny engagement.

The Committee received a Briefing Note, which outlined amendments following engagement with the Policy Review and Performance Committee and the Performance Panel.

The Committee drew attention to the suggested changes made to Waste Management and asked what differences had been made. In response, the Officers referred to the KPI target and trend analysis. In the Corporate Plan a new step in that area had been introduced but the KPI remained the same.

Members noted that no further information on the Estyn Assessments could be added.

Committee Members were informed that Housing First was a new service and would be reviewed to ensure that targets were not too high.

The Committee drew attention to health inequalities. The specific measures outlined in the Plan and was this thinking inclusive of all partners not just the Council.

Members were advised that the Public Service Board (PSB) was involved and the overarching Board for drivers of health & equality which related to socio economic issues, directed towards families, housing resources and inclusive communities.

The Committee was referred to page 22 of the Corporate Plan, drawing attention to What Cardiff would do to make the city a great place to grow old. Addressing social isolation and a better quality of life for older people.

Members of the Committee were told of the continuity being built into the plan. A Plan which based itself on political leadership and professional management to refresh and further develop Capital Ambition.

The pace of progress was being realised. Significant issues were being addressed in some directorates, including looking at Waste Management and the wider Sickness Absence issues that faced challenges, but overall the Council was making good progress.

The Committee drew attention to health issues. The Council working alongside communities, especially schools to establish and progress healthy lifestyles, which included focus on the National Obesity Strategy.

Members were informed of the service provided by the Public Service Board (PSB) in relation to the National Obesity Strategy. Healthy food strategies were developed for schools, along with the Active Travel Programme and Cardiff Games. Schools were also being encouraged to develop sports programmes. However, it was recognised there were areas to improve and this was a key driver going forward.

The Committee was advised of the methodology behind good quality design aspects, this related to the Planning process and the pre-application stage subsequent to the application being considered.

Members of the Committee drew attention to Delayed Transfer of Care (DTOC) and were informed that the Council was working with partners to manage demand by joining up social care, health and housing, with the goal of keeping people happy and healthy, living in their own homes and local communities for as long as possible.

RESOLVED: The Committee AGREED that the Chairperson writes to the Cabinet Member on behalf of the Committee to convey their comments and observations.

65 : DRAFT BUDGET PROPOSALS 2019-20

The Chairperson reminded Members that this Committee was unique in its twofold role in scrutinising the budget proposals.

Firstly, the Committee would consider the proposals from a corporate point of view in terms of how they align to the Council's priorities.

Secondly, the Committee would consider specific services' budget proposals within the terms of reference, how they align to the Corporate Plan and their impact on service delivery.

This part would be split into four parts:

- An overview of the 2019/20 budget proposals from Councillor Weaver and Christine Salter;
- Scrutiny of the Capital Strategy;
- Scrutiny of the three Directorates which come under PRAP's remit, with the appropriate Directors in attendance;
- The Governance and Legal Services and Economic Development Directorates together.

The Chairperson welcomed:

- Councillor Chris Weaver, Cabinet Member for Finance, Modernisation and Performance;
- Christine Salter, Corporate Director Resources;
- Ian Allwood, Head of Finance
- Gareth Newell, Partnership and Community Engagement Manager

The Chairperson invited Councillor Weaver to make a statement.

Councillor Weaver made reference to the savings that had to be met across the Council including Children's Services contingency fund. Improvements could be seen across the Council and Officers were thanked for their hard work. There was a budget gap of £ 324M, with savings of £19.1M to be made. An increase of 4.9% in Council Tax was being proposed raising £6.7M.

The Committee received a presentation which outlined the following:

- Final Settlement Overview, Aggregate External Funding
- Final Settlement – Specific Grants
- Consultation

- Overview of the Revenue Budget
- Revenue Budget 2019/20
- Risk Assessment of Savings Proposals - £19.157M
- Employee Implications of 2019/20 Revenue Budget
- Delegated Schools
- Use of Financial Resilience Mechanism in 2019/20
- Reserves and Balances
- Medium Term Financial Plan 2020/21 – 2023/24
- Capital Programme Development 2019/20 – 2023/24
- Welsh Government (WG) Settlement – Capital 2019/20
- Capital Programme 2019/20 – 23/24 Affordability of Borrowing to Fund Capital 1.
- Capital Programme 2019/20 – 2023/24 Affordability of Borrowing to Fund Capital 2.
- General Fund Capital Programme – Summary
- Public Housing (HRA) Capital Programme – Summary
- Capital Programme Expenditure 5 years = £843.2M

The Chairperson thanked Christine Salter for the presentation and invited the Committee to ask questions:

The Committee drew attention to the Medium Term Financial Plan (MTFP), totalling £104M over the next 4 years and asked if that was higher than in previous years.

The Committee was advised the MTFP was around that level and the individual years did vary. The gap this year was 32 and annual gaps were similar to that previously.

Members of the Committee referred to employee implications of posts lost and created and what was the current percentage of staff turnover.

Members were advised that Directors would decide whether to replace an employee or delete that respective post. Workforce Planning played a major role in supporting employees going forward and to ensure that services were being provided.

The Committee was provided with information on School pressures and were advised there was a total of £12.5M amount of pressures for schools. This included the Teachers Pay Award of £2.4M, Pupil Support for Associated Pupil Needs was £ 2.4M and £4.3M for Teachers Pensions. This was seen across Wales and local authorities didn't have the funding, which was being made available in England. This was a cost that would be incurred by schools.

Members of the Committee were provided with information on the impact of agency work in Social Services, how this was being addressed. The budget was built from current year requirements for costs of agency workers and it was recognised this was spend was too high. The directorate were keen to develop their own in-house Social Workers and projects were on-going with Universities to create this. Once the Council could develop and increase its own in-house Social Workers the cost of agency staff would decrease.

The Committee was informed of the financial resilience mechanisms in place to deal with the bus subsidy. The information was outlined in Appendix 12, Transport Initiatives, To create a fund to support the Council's approach to providing a social subsidy to bus routes where deemed necessary. The resource to be used over a two-year period following an assessment of route priorities.

The Committee was advised of the employee implications on posts with the possibility of functions changing and posts being delated. It was recognised the Resources Directorate was employee heavy, when considering savings of 17% and this was an opportunity to take advantage of vacant posts and realign duties.

Members were informed the current Revenue was £35M, for Capital Financing. External borrowing, pay back, known as Minimum Revenue Provision to align with the useful life of asset borrowed in relation to a 45-50 year loan.

The Committee was provided with information on the Affordability Envelope for Council to consider in relation to the potential investment in respect of an indoor arena. Currently Cabinet were exploring feasibility of the Indoor Arena, Cabinet were not yet in a position to take forward a fully formed business case. This proposal was not in the Capital Programme during 2019/20.

Members of the Committee drew attention to the robust savings being proposed in Social Services and Waste Management, which may not be achieved.

The Committee was advised that savings had been made, but higher costs were realised through the rise in demand. All savings were achievable and directorates had detailed plans to deliver.

The Committee drew attention to the disparity between the savings required in Governance & Legal Services and Recycling & Waste Collection, which was a larger directorate with a higher number of employees.

The Committee was advised that every directorate was required to find 17% savings apart from Social Services. This was the process being followed, with proposals then put to Cabinet for review and refinement, following this exercise some directorates would save less.

The Committee were advised that the vacancy for the Head of Performance & Partnerships would that be replaced. This was part of a restructure, which had not been determined as yet.

Capital Strategy 2019/20

The Chairperson welcomed;

- Councillor Chris Weaver, Cabinet Member Finance, Modernisation and Performance;
- Christine salter, Corporate Director Resources;
- Ian Allwood, Head of Finance
- Anil Hirani, Operational Manager, Capital, Corporate & Treasury

The Committee received a presentation from Ian Allwood, which outlined the following:

- Background and refresh of requirements
- Why have statutory codes changed
- Approval and governance
- Key aims of the Capital Strategy
- Consideration in the capital strategy
- Future years strategy development

Members asked about the strategic review, asset disposal & criteria, asset acquisition as to date nothing had emerged.

The Committee was informed that over the last 2-3 years building reviews had improved and had developed a clear understanding of the assets. Planning & Transport had a plan and understanding of their assets, which contributed towards the programme. Currently the assets were in an acceptable state, with the greatest asset being land and infrastructure, with the potential to make the most as disposals and fund new builds.

Members were advised that Property had clear plans in place with no formalised reviews and work was still on-going to look at the longer term strategic plans.

The Committee was concerned that in 2017 the borrowing figure was £112M, it was now £255M paying back dependent on Capital Receipts. The variation was not clear and therefore how does the Council assess the financial robustness of Capital Resourcing.

The Housing Revenue Account was referred to as an example previously the opportunity to build houses was constrained as a result of the cap. Since removal of the cap, the Council could develop its housing strategy further. Band B was the same with the impact on the level of borrowing.

Members were informed of estimated contribution, 5 year plan with 5 year anticipation as, the Council could not start a project without a budget in place.

The Committee was concerned there was no assurance the Council would receive Capital Receipts for disposals of land and asked what safeguards were in place and was this a risk to the Capital Programme.

Members were assured that the economic forecast had been taken into account. The plans were set and achievable with acceptable target but a Re-visit to plans if need be was not going to be ruled out.

Resources Directorate Budget Proposals

The Chairperson welcomed:

- Christine Salter, Corporate Director Resources
- Ian Allwood, Head of Finance
- Philip Lenz, Chief Human Resources Officer

Christine Salter outlined the following:

Support Services now included Customer Services and contact centre which formed part of the Digital Agenda going forward. Savings of £2.9M had to be made along with a Net Revenue £16.4M next year. The savings amounted to 18% of controllable budget.

The Income streams included Health & Safety training for asbestos, Information Governance support for schools, Bilingual Cardiff income and income from Procurement Trading Company.

Employee reduction of 57.7 FTE was proposed, with restructuring and realignment in place to support services going forward. There were significant implications for Accountancy, Council Tax & Revenue and the Capital Ambition Team. There was also a reduction in head counts in Digital Services as channel shifts were being introduced.

The Committee was advised that training included Public Sector Board (PSB) Clients. Meals on Wheels for example was part of the directorate and delivery of the service to residents living in the Vale of Glamorgan was being explored along with neighbouring authorities.

Members of the Committee were concerned with the reduction in Customer Services staff and how the digital channel shift would lessen demand. Further, the risk as a result of the vacancy in Enterprise Architecture and was this service under resourced.

The Committee was advised that customer services interaction was being tracked, analysing how many customers were accessing the service and by what means. Hub networks were located across the city and provided advice on customer services and Cardiff Council App support. The post of Chief Digital Officer had been created along with the Digital Delivery Team and this service would cover the Enterprise Architect support.

Members were informed of the introduction of a Virtual Assistant to support the digital channel shift and how work was on-going with Microsoft to alleviate any concerns.

The Committee was advised that consultants were required for advice across the Council as and when needed.

The Committee was provided with information on the restructuring of Cardiff Works and the Academy and the current training provision provided by Cardiff Academy.

Governance & Legal Services and Economic Development proposals.

The Chairperson welcomed:

- Neil Hanratty, Director of Economic Development
- Helen Thomas
- David Lowe
- Davina Fiore, Director Governance & Legal Services

The Chairperson reminded Members that this Committee's remit covered only Property Matters and Facilities Management within the Economic Development Directorate.

Helen Thomas advised the Committee of the 2020 Property Strategy and reducing the size of the Estate and Maintenance backlog.

The Committee was updated on the current position with Cleaning Staff at schools. Schools were now in a position to procure their own respective cleaning sources and not rely on the in-house Council provision.

Members were provided with information on the reduction in security services at Brindley Road, with the introduction of new technology.

The Committee welcomed Davina Fiore, Director Governance & Legal Services.

The Committee was advised that the savings proposals for Democratic Services were seen as unacceptable and therefore smaller proposals had been suggested with a reduction in election reserves, reduction in the training budget for Members and to cease printing agendas and reports for members, unless required under the Equalities Act. There were £42k off savings being put forward to sustain the current Scrutiny Support Service and the Members Services Team that would still remain.

The Committee was provided with an update on the current position within Legal Services. Income generation was key including external clients and involvement with City Deal. The service was actively recruiting and also people were leaving very quickly. A growth bid had been submitted from Children Safe Guarding and there was also a restructure as a result of losing posts.

Members of the Committee were advised that Legal Services struggled to recruit agency staff. Recruitment was an issue as the Council's notice period was one month as supposed to three months in the private sector.

The Committee was concerned that removal of the webcast from County Hall, would result in a Council meeting not be able to take place as a result of a booking of the Council Chamber in City Hall. Further, to cease all Members from receiving hard copies of agendas and reports would limit their ability to scrutinise complicated matters.

Members were advised of the saving requirements in the directorate and how £13k had to be found. Members had made previous decisions about not reducing Scrutiny Committee's or Task & Finish Groups and therefore, the saving would have to come from another source.

Committee Members drew attention to the decisions made towards reducing hard copies of agenda and reports. Hard copies should be made available to comply with the Equalities Act and when complicated items were being considered.

The Committee was provided with information on the restructure in Legal Services. The posts being delated were that of higher paid staff, and recruitment was to different posts in the establishment.

RESOLVED: The Committee AGREED that the Chairperson writes to the Cabinet Member on behalf of the Committee to convey their comments and observations.

66 : URGENT ITEM(S)

None

67 : DATE OF NEXT MEETING

13 March 2019 at 4:30pm

The meeting terminated at Time Not Specified

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**CYNGOR CAERDYDD
CARDIFF COUNCIL**

**POLICY REVIEW & PERFORMANCE
SCRUTINY COMMITTEE**

13 March 2019

Delivering the Capital Ambition Programme

Reason for the Report

1. To receive an update on the Council's Capital Ambition Delivery Programme (CADP), with a focus being on review of the projects within the Modernisation Portfolio of the Programme.

Background

2. In December 2017, Cabinet approved the establishment of a four-year Capital Ambition Delivery Programme, with corresponding governance and performance management arrangements, to lend impetus to the implementation of the Administration's agenda and to refocus services to meet the challenges faced by the Council and the city's wider public services.
3. Capital Ambition is considered as a statement of the Administration's priorities and principles for change to respond to the pressures affecting local public services. It sets out four priorities, each of which contain a series of 'commitments for Cardiff' covering a wide-range of Council services:
 - **Working for Cardiff:** Making sure that all our citizens can contribute to, and benefit from the city's success
 - **Working for Wales:** A successful Wales needs a successful capital city
 - **Working for the Future:** Managing the city's growth in a sustainable way

- **Working for Public Services:** Making sure our public services are delivered efficiently, effectively and sustainably in the face of rising demand and reducing budgets.

4. Capital Ambition also set out a series of principles that will underpin the development of the Council in coming years:

- **Getting the Basics Right:** Maintaining a relentless focus on the performance of key statutory services.
- **Digital First:** Making the best use of new technologies to deliver our services, and providing digital access indistinguishable from that available to citizens in every other aspect of their lives.
- **Putting Communities Front and Centre:** Aligning community services, making sure that developments and investments in local communities are well planned and maximise the impact of public investment through a new approach to 'locality working', building on the success of the Community Hub programme.
- **Joining-up of Frontline Services:** Staff from across the Council, and across public services, will work increasingly across departmental and organisational silos, with a focus on delivering the best for citizens, communities and the city.
- **Purposeful Partnerships:** We will build strong partnerships, at the local, city, regional and national level to deliver for Cardiff.
- **A New Deal with Citizens:** Keeping our streets clean, hitting our sustainable transport targets and looking after our most vulnerable people cannot be achieved by the Council alone. We need a new deal with citizens through which we can work together to tackle problems and realise our shared ambitions for Cardiff.

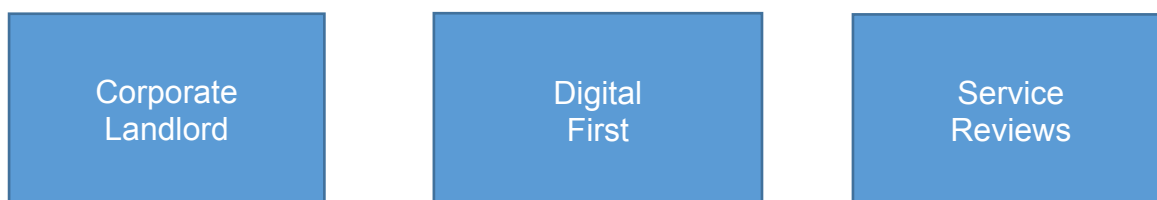
5. The Capital Ambition Delivery Programme (CADP) is composed of two discrete components:

- **Modernisation:** Transformation of corporate systems and processes that support service delivery.
- **Resilient Services:** Transformation of front-line services.

6. The Policy Review and Performance Scrutiny Committee has responsibility within its Terms of Reference for scrutiny of the Strategic Programmes and has planned to review the progress of the Modernisation component at its meeting in March followed by an update on the transformation of front-line services contained within the Resilient Services component.

Issues

7. The Committee will receive a summary of progress achieved through the CAPD against the three programmes within the Modernisation Portfolio, shown below.



8. The Senior Responsible Owner for the Modernisation Portfolio is Christine Salter, Corporate Director Resources.
9. Programme Boards have been established for each Programme, which report to Senior Management Team (SMT) on a regular basis. The programme and project boards are responsible for managing the timely delivery of milestones, as set out in individual project plans.
10. The following appendices are attached to this report:
 - a. **Appendix 1** - Portfolio Structure Chart for the Modernisation Portfolio.
 - b. **Appendix 2A** - Programme Dashboard Report - Corporate Landlord
 - c. **Appendix 2B** - Programme Dashboard Report - Digital First
 - d. **Appendix 3** - Summary of progress - Modernisation Portfolio.

Way Forward

11. An overview presentation will be made to the committee with the following representatives in attendance to provide information and respond to any concerns that the committee members may have:

- Cllr Chris Weaver, (Cabinet Member for Finance, Modernisation & Performance)
- Christine Salter, (Corporate Director Resources)
- Chris Lee, (Corporate Director Resources (Designate)).
- Isabelle Bignall, (Chief Digital Officer)
- Dean Thomas (Portfolio Manager, Capital Ambition Delivery Programme)
- Simon Reynolds, (Corporate Landlord Implementation Manager)
- David Lowe, (Operations Manager)

Legal Implications

12. 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

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 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.

RECOMMENDATION

17. The Committee is recommended to:
- a. consider the information provided at this meeting; and
 - b. determine whether it wishes to relay any comments or observations to the Cabinet Member for consideration; and
 - c. consider the requirements for further scrutiny of this issue.

Davina Fiore
Director of Governance & Legal Services
07 March 2019

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Portfolio Structure Chart

06 March 2019

MOD02 - Corporate Landlord		MOD03 - Digital First		MOD04 - Service Reviews	
Programme RAG		Programme RAG		Programme RAG	
PFD	Christine Salter	PFD	Christine Salter	PFD	Christine Salter
SRO	Neil Hanratty	SRO	Isabelle Bignall	SRO	Christine Salter
PGM	Dean Thomas	PGM	Dean Thomas	PGM	Dean Thomas
Total Projects	7	Total Projects	7	Total Projects	5
People and Change PEX: Neil Hanratty PM: Simon Reynolds	EC - EB01012	Hybrid Mail PEX: Ian Allwood PM: Claire Hackett	MO0102	Passenger Transport PEX: Andrew Gregory PM: Stephen Gerrard	MO0301
Architecture Technology PEX: David Lowe PM: Jo-Anne Phillips	EC - EB0108	Cardiff App PEX: Emlyn Nash PM: Richard Lewis	MO0103	Social Services Payment Processes PEX: Angela Bourge PM: Jacob Choudry-Ball	MO0306
2nd Generation Buildings Maintenance Framework PEX: Simon Reynolds PM: Nigel McCarthy	EC - EB0109	Virtual Agent Technology PEX: Rachel Bishop PM: Ben Rive	MO0107	Sundry Debt PEX: Ian Allwood PM: Callum McCourt	MO0338
Strategic Asset Management Principles PEX: Helen Thomas PM: Matthew Seymour Nicola John	EC - EB0111	Education Information Management PEX: Neil Hardee PM: Rebecca Duggan	MO0111	Parks PEX: Jon Maidment PM: Jacob Choudry-Ball	MO036
Depot Rationalisation PEX: Helen Thomas PM: Nicola John	EC - EB0113	Office 365 PEX: Isabelle Bignall PM: David Butler Richard Lewis	MO01113	Pensions review PEX: Gareth Henson PM: Paul Oliver	MO037
Customer One Front Door PEX: Simon Reynolds PM: David Lowe	EC - EB0114	HR Recruitment Portal PEX: Anne Fairclough PM: Nicola John	MO01112		
Office Accommodation PEX: Helen Thomas PM: Nicola John	EC - EB0115	SharePoint (Doc Management) PEX: Isabelle Bignall PM: Lisa Meredith	RCC02		

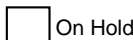
Project Stage Key:



Closing



Delivery



On Hold



Planning/Initiation



Pre Start Up



Start Up

RAG Status Key:



Green



Amber/Green



Red/Amber



Red

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PROGRAMME DESCRIPTION

PROJECTS				
Title	Project	Resources	Timescales	Risks/Issues
2nd Generation Buildings Maintenance Framework	AG	AG	AG	AG
Architecture Technology	RA	RA	RA	RA
Customer One Front Door	GR			
Depot Rationalisation	AG	AG	NS	NS
Office Accommodation	GR	GR	GR	GR
People and Change	GR	NS	NS	NS
Strategic Asset Management Principles	AG	RA	AG	AG

PROGRAMME MANAGER COMMENTS
<p>People and Change: Discussions have taken place with the Energy Team as of Feb 2019 and the transitioning of the operational Performance and Management Team in to County Estates will commence April 2019.</p> <p>Customer One Front Door: 87 out of 127 schools are currently utilising the COFD process. Remaining schools are programmed for integration by end April 2019.</p> <p>Strategic Asset Management Principles: Phase 2 of the condition surveys on target to be completed end April 2019. A user guide handbook will be produced by F&G when all data has been collated.</p> <p>IWMS: Contract documents have been signed and a two day kick-off meeting has taken place. The next steps will be to understand the implementation plan, timescales and the resource implications.</p> <p>2nd Generation Building Maintenance Frameworks: The Specialist Roofing Framework has been delayed by 4 weeks, however this will not impact on works.</p> <p>Depot Rationalisation: A high level property led strategy has been agreed and a project board arranged March 2019.</p> <p>05-March-2019, 1:53pm</p>

KEY PROGRAMME AND PROJECT MILESTONES						
Project	Title	Details	Planned Start	Planned Completion	Estimated Start	Estimated Completion
2nd Generation Buildings Maintenance Framework	Specialist and Under 20k Lot	Go Live of specialist roofing package delayed until 6th May.	01-Apr-2019		01-Apr-2019	06-May-2019
Customer One Front Door	Corporate Landlord update communications to be issued within Schools bulletin document.	Corporate Landlord update communications to be issued within Schools bulletin document.	04-Mar-2019	30-Apr-2019	04-Mar-2019	30-Apr-2019
Customer One Front Door	Customer One Front Door Pilot rolled out to all schools	Remaining Schools to be transferred into new 'one front door' System	04-Mar-2019	24-May-2019	04-Mar-2019	30-Apr-2019
People and Change	Commence Transitioning of Energy Team (Performance and Management) to County Estates.	Commence Transitioning of Energy Team (Performance and Management) to County Estates.	01-Apr-2019		01-Apr-2019	01-Apr-2019
Strategic Asset Management Principles	Yr 1 Preventative Maintenance Programme.	Utilise emerging building surveys to develop the Yr 1 Preventative Maintenance programme (part of a rolling 3 year programme)	08-Oct-2018	11-Jan-2019	24-Sep-2018	29-Mar-2019
Strategic Asset Management Principles	Completion of Condition Surveys - Phase 2	Condition Surveys - Phase 2	04-Dec-2017	01-Aug-2018	04-Dec-2017	30-Apr-2019

NEW / HIGH RISKS						
Project	Date Raised	Risk Description	Future Action Required	Action Owner	Inherent Risk	Targeted Residual Risk
Architecture Technology	05-Mar-2019	Due to commercial negotiations there is a risk that the implementation of the software will be delayed with implications on resource.	Work with Technology Forge to update the implementation plan and understand the impact on resource.	Jo-Anne Phillips	High	Medium / High
Strategic Asset Management Principles	05-Mar-2019	There is a risk associated with the interpretation of presented costs associated with F&G building surveys.	To obtain a user guide handbook from F&G setting out all costing assumptions and constraints associated with the presented cost data.	Helen Thomas	Medium / High	Medium / Low

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Programme Dashboard Report - MOD03 - Digital First

27 February 2019

PROGRAMME DESCRIPTION
A Council that is truly Digital First will be one that has implemented ways of working and a range of technological solutions to better meet the expectations of its citizens while operating with optimal efficiency.

PROJECTS				
Title	Project	Resources	Timescales	Risks/Issues
Cardiff App	AG	RA	AG	AG
Education Information Management	AG	AG	AG	AG
HR Recruitment Portal	AG	GR	GR	AG
Hybrid Mail	GR	GR	GR	GR
Office 365	GR	GR	GR	GR
SharePoint (Doc Management)	AG	GR	AG	AG
Virtual Agent Technology	AG	GR	GR	AG

PROGRAMME MANAGER COMMENTS
<p>CARDIFF APP - An updated version of the app was successfully released on 25th February 2019. This latest version allows residents to report a problem on the roads and pavements. The next version will be released mid-April and will allow residents to report non-collection of waste.</p> <p>Cardiff App downloads stand at 9,460 (18th February 2019).</p> <p>EDUCATION INFORMATION MANAGEMENT - Testing phase about to commence for IYSS implementation.</p> <p>Three teams to transition to ONE approved at EMT – Autism Spectrum Team, Education Other Than at School and Educational Health & Wellbeing.</p> <p>Project Update Communication to be sent to Education teams before the end of the month.</p> <p>HR RECRUITMENT PORTAL – The specification for the front office career site design was completed on 22nd February 2019.</p> <p>Super users have been trained, and these users will begin configuring the system for HR Recruit.</p> <p>HYBRID MAIL – CPE are sending an average of 6,500 letter items per week via hybrid mail, and approx. 40,000 items have been sent in total since the beginning of January 2019. Continue to work closely with Waste and Housing benefits teams to capture requirements and set up testing.</p> <p>OFFICE 365 – Trial 2 and Trial 3 users now successfully migrated - 143 users now live on Office 365.</p> <p>Business Champions have been identified; an initial introductory session is being arranged.</p> <p>Trial 4 due to be fully live by 26th March 2019.</p> <p>FAQ site now live.</p> <p>SHAREPOINT – Update provided to IRB on 19th February 2019.</p> <p>No major issues to report, everything on track.</p> <p>VIRTUAL AGENT TECHNOLOGY - Significant progress has been made towards procurement of the virtual agent platform.</p> <p>A detailer supplier/product assessment has been completed using the GCloud framework, and an appropriate supplier has been clearly identified through this process.</p> <p>Work to define the required architecture to connect existing telephony to the voice-activated virtual agent tool has progressed well, with final detail being documented at present.</p>

27-February-2019, 9:19pm

KEY PROGRAMME AND PROJECT MILESTONES						
Project	Title	Details	Planned Start	Planned Completion	Estimated Start	Estimated Completion
Hybrid Mail	Waste to migrate to using Hybrid Mail	Enforcement, Strategy and Commercialisation to fully transition to Hybrid Mail	01-May-2019	28-Jun-2019	14-Jan-2019	15-Mar-2019
Office 365	Trial 4 - Deliver Skype and Multi-Factor Authentication	Trial 4 users live with Skype and Multi Factor Authentication	25-Feb-2019	13-Mar-2019	25-Feb-2019	13-Mar-2019
Office 365	Trial 4 - Deliver Exchange Online	Trial 4 users live with Exchange Online (365 Email)	18-Mar-2019	26-Mar-2019	18-Mar-2019	26-Mar-2019

NEW / HIGH RISKS						
Project	Date Raised	Risk Description	Future Action Required	Action Owner	Inherent Risk	Targeted Residual Risk
Cardiff App	21-Feb-2019	Loss of resource in the Web development team at the end of March 2019 could result in a delay of future releases of the app.	Investigate ways to mitigate against the loss of resource	Emlyn Nash	High	Medium / High
Education Information Management	21-Dec-2018	There may not be sufficient resource (project and service area) to implement migrations to ONE at the required pace.	Education directorate to consider options: To accept a longer timescale in which to implement To source additional resource which will enable concurrent implementations	Neil Hardee	Medium / High	Medium / High
Virtual Agent Technology	03-Oct-2018	There is a risk that virtual assistant technology will be unable to support Welsh Language provision. If this is not available, we would not be able to implement this technology for English speaking customers either, as this would lead to an inequality in service provision.	Natural language processing, voice recognition and speech synthesis tools can be deployed for a wide variety of languages. Products exist that can handle Welsh, including recognising an initial utterance and changing their own response to Welsh from English. Welsh language support will be a mandatory requirement during product/supplier assessment and the inability to provide an equal quality of service will be a reason for exclusion. The project team will engage with suppliers of Welsh language solutions to ensure regulatory compliance. UPDATED - the project team has investigated options for ensuring bilingual service provision is achievable. Documentation has been shared with Bilingual Cardiff who are supportive of our efforts. This work has reduced the likelihood of the negative residual risk.	Ben Rive	High	Medium / High

CURRENT ISSUES						
Project	Date Raised	Due Date	Description	Resolution Required	Owner / Actioner	RAG
Office 365	20-Feb-2019	01-Mar-2019	Need to coordinate rollout plans with SharePoint delivery, as Office 365 will be required to access SharePoint online.	SharePoint PM has provided rollout schedul, and IT applications manager and O365 PM will be meeting urgently to discuss	David Butler / David Butler	RA

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CADP Progress Update – Modernisation Portfolio

This document provides a summary of progress achieved through the Capital Ambition Delivery Programme against the three programmes within the Modernisation Portfolio, shown below at Figure 1.



Figure 1: The three Programmes within the Modernisation Portfolio

A summary of the key achievements and next steps for each of these programmes is provided below:

Programme - Corporate Landlord

Aim

The overall objective of the Corporate Landlord internal change programme is to create one cohesive operating model in the organisation leading on all non-domestic property matters.

A Corporate Landlord approach will ensure the strategic direction of the estate aligns with the management of all information relating to non-domestic assets, ensuring statutory compliance and effective management of other property managing functions. Suitable business processes, governance and resource will be implemented to achieve this.

The programme will ensure that:

- Operational buildings are safe and legally compliant in relation to health and safety.
- Strategic direction of the estate is aligned with property management, maintenance and design services.
- The programme is supported by suitable IT and data systems.
- Service areas are aware of landlord and tenant responsibilities through effective communication and corporate understanding.
- Assess and mitigate compliance risk within the operational estate.
- There is a clear focus on building relationships to support stakeholders and customers. Strategic Estates Department (SED) are integral to the delivery of Corporate Landlord and will progress projects that will capture new information, facilitating a more detailed analysis of property performance to inform strategic decision-making.

People and Change Project

Cabinet have committed to the full implementation of the Corporate Landlord model across all areas of the council's non-domestic estate. Implementation of the Corporate Landlord model will deliver the new County Estates structure, comprising strategic asset management, capital delivery and property services that will manage and deliver all the Council's non-domestic property functions within one portfolio. In support of this implementation, the people and change project comprises the following work streams:

➤ **Centralisation of Budgets**

There is a need to further centralise control over property related spend across the Council. At present, there remains opportunity for service areas to spend budgets without proper approval through the Corporate Landlord processes. This creates significant budget management issues that tend to manifest in overspends at year-end. It is therefore proposed that the Director of Economic Development ensures financial control mechanisms are put in place to ensure sign-off of all property related spend or officers with the appropriate delegated authority from the Director of Economic Development.

A detailed assessment of the estate running costs has been undertaken identifying spend against type, service area and budget codes, highlighting where building related spend has occurred across directorates. In addition, the property estate has been reviewed with a view to establishing a number of portfolios each of which will be managed by an individual portfolio manager who will hold budget responsibilities for property related spend across each portfolio.

Next Steps.

- Undertake analysis of procurement methods for undertaking building related works.
- Develop a strategic and outline set of processes and procedures required to wrap governance around property related spend that ensure that all spend goes through the corporate landlord process and is signed off by an officer with the appropriate delegated authority.
- Carry out a more detailed analysis of spend across categories identifying areas where savings can be made.
- Finalise portfolio split and development of portfolio manager roles. It is intended to trial this role as a pilot across one portfolio utilising existing resources. This pilot will assist in the development of governance around spend with the portfolio manager holding a centralised budget responsibility for property related spend, whilst at the same time working with County Estates and service area's to identify further savings.

➤ **County Estates Restructure**

The Corporate Landlord operating model is set out in figure 1 below and is based around the 3 strategic pillars of define and plan, create and deliver and operate and maintain. This model will deliver the County Estates structure through the three functional areas of Strategic Asset Management, Capital Projects and Property Services supported throughout by Health and Safety.

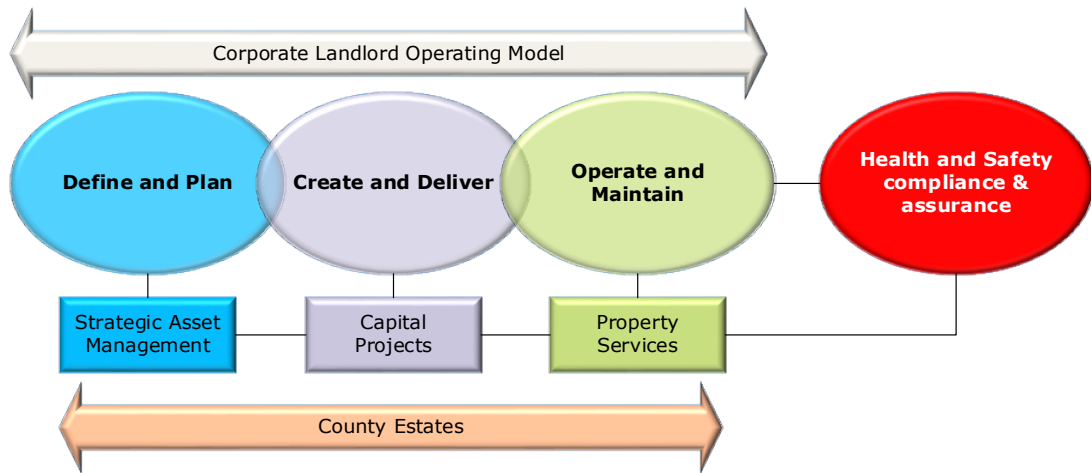


Fig 1 – CL Operating Model delivering County Estates

Existing resources have been collated across the functional areas to review resource and capability and these have been used to define the new County Estates structure.

Over the last 12 months restructures have been underway across the functional areas in preparation for implementation of the Corporate Landlord model, these are summarised as follows:

- **Strategic Estates** – restructured teams to deliver Development and Disposals, Investment, Non Operational and Operational Asset Management. In accordance with the Target Operating Model, portfolio managers will be introduced under the asset management team.
- **Capital Projects** - comprising PD&D and Schools Capital Delivery (SCD), a structure has been developed with a new OM1 position advertised to ensure the schools capital delivery programme is adequately resourced and in place. Further restructure and re-alignment of PD&D is planned for 2019.
- **Property Services** – comprising Building Services and Property Support Services. The restructuring of the building services teams is nearly complete. The restructuring includes the establishment of statutory obligations, pre-construction and delivery teams as well as shared administration functions. These teams will manage and deliver compliance, asset renewal planned maintenance programmes and reactive building related works through the new second generation frameworks planned to go live in April 2019.

Next steps

- To improve senior management capacity across the functional areas to ensure long-term delivery of the ongoing restructures and efficiency improvements; capital works and planned maintenance programmes; customer relation improvements and ongoing implementation of the Corporate Landlord model.
- Complete the development of the portfolio manager roles and building portfolio allocation. Identify appropriate resources for phase 1 implementation (Education). Commence trial of portfolio manager implementation across selected portfolios, utilising existing resources, centralising property spend and targeting running costs improvements.
- Complete integration of County Estates service desk team (One Front Door) into County Estates.
- Review energy team transition into County Estates including GAP analysis on capability requirements to support and deliver running cost savings across the operational estate.

➤ **Customer Focus**

Delivery of the Corporate Landlord model requires a refreshed and more proactive focus on the customer including the introduction of a single point of contact or 'One Front Door' known as the County Estates service desk. Due to the scale of this work stream, a separate project has been defined and can be referenced elsewhere within the Corporate Landlord programme.

Alongside the 'one front door' a requirement for improved communications between County Estates and the customer has been identified and a number of communication work streams are being developed.

A new education schools handbook has been completely updated to clearly define the process to be followed in using the new 'one front door' (CE service desk) as well as setting out clear divisions of responsibility for building maintenance works. This updated handbook was issued to the educational estate at the end of 2018.

Communication updates have been provided to the educational estate advising on the implementation of the new 2nd generation building frameworks that will deliver building related works to the estate from the 1st April 2019.

Next Steps

- Develop a corporate estate handbook comprising of new process and procedures for requesting and undertaking any building related works. Anticipated similar sections to schools handbook including division of responsibilities, handbook to capture differences across the estate in terms of occupier agreements.
- Development of quarterly bulletins.

Architecture Technology Project

The project was initiated as part of the overall Corporate Landlord Programme in order to design and implement an architecture to support the Corporate Landlord model. The architecture will cover the data and IT systems and establish the 'master property data' leading to accurate, timely, appropriate data to enable better decision making.

Following a procurement exercise Technology Forge were appointed as the supplier of the preferred IT solution in September 2018.

A project team has been established and an implementation plan agreed. Due to an issue with the Data Processing Agreement (DPA) this project has been delayed. However, in February 2019, the DPA was signed and returned by Technology Forge and the project has now been reinstated.

Next Steps

The project milestones have been reviewed and they should only be behind target from the original project plan by three months.

Technology Forge are updating the project plan and this is to be issued to the Council by the first week of March 2019.

Strategic Estates are the first service area to implement this new system, and this is to be introduced over two phases commencing in May 2019. The implementation for Strategic Estates is planned to be completed by September 2019.

2nd Generation Buildings Maintenance Framework Project

Building Services, with the assistance of Procurement, Finance, Legal and the Capital Ambition Delivery Team, is in the process of procuring new Building Maintenance Frameworks for contract commencement on the 1st April 2019.

These new frameworks represent a significant opportunity for Building Services to substantially support County Estates in the delivery of Corporate Landlord and alter the perception of Building Services as a service provider within the Council.

The objective is to deliver service excellence and that all service departments and all schools will select Building Services as the contractor of choice in any building maintenance requirement.

In delivering this objective, Building Services will be contributing to the overall maintenance of the value, management and compliance of the Council's non-domestic estate.

Challenges exist around demobilising existing framework contractors and management of delivery of works during the transition between frameworks and mitigation plans have been developed.

The project timeline for Framework A is currently on plan with the target to award before Christmas 2018 achieved allowing for a three-month mobilisation period that commenced January 2019.

Framework B, for specialist roofing, is on plan to be awarded and implemented from the 6th April 2019.

A mobilisation plan to ensure that Building Services staff are properly trained to use the new frameworks has been developed and has been implemented since November 2018.

Commercial controls and building service processes have been reviewed as part of the tender process for the new frameworks and for the One Front Door implementation. Building Services are implementing more stringent commercial controls internally, both financial and contractual, and is further implementing enhanced operational monitoring of works streams.

Contract Management training has been provided to develop more proactive management of contractors. This will be further developed under the new frameworks to create an effective partnership approach.

Appointed framework Contractors

Contract	Contractor
Statutory obligations testing	Lorne Stewart
Building maintenance works: £0-£20k	Two contractors: LCB Ltd and Graham Ltd.
Building maintenance works: £20k-£100k	Contractor to be appointed on a job by job basis following tender process with the following contractors: <ul style="list-style-type: none"> • Graham Ltd • LCB Ltd • Knox and Wells • Lorne Stewart • GKR Maintenance & Building Company Limited • Ian Williams • Facilities Services Group

	<ul style="list-style-type: none"> • Taliesin Conservation
Building Maintenance works: Over £100k	Jobs to be advertised individually and subject to competitive tendering on the open market

Next Steps.

- Continue with demobilisation of existing framework contractors, ensuring all invoices and required certification are finalised.
- Facilitate site meetings across the estate for the new framework contractors for orientation purposes.
- Internal documentation on commercial controls, procedures and H&S to be reviewed and where appropriate updated.
- Continue internal training on customer relationship management, framework terms and conditions, contract management and use of National Schedule of Rates.

Strategic Asset Management Principles Project

Alongside the development of the Corporate Landlord model, the Council has an established Corporate Property Strategy 2015-20 focussing on a programme of property modernisation, rationalisation and collaboration with other service areas and other partner organisations. This is designed to improve the efficient use of the overall estate and achieve various targets relating to property such as reduction of revenue costs, maintenance backlog and achievement of capital receipts.

The Corporate Property Strategy and associated targets are implemented via annual Corporate Land and Property Management Plans (CLPMP) and is informed by a number of business as usual work streams.

A key work stream designed to inform both the Corporate Landlord model and future CLPMP's relates to the council gathering data on the condition of the estate to better support the day to day running/maintenance of the estate as well as providing strategic information for corporate decision making.

Asset Condition Surveys

Key to the delivery of the Corporate Landlord programme and efficient and prioritised spend across County Estates is a full understanding of the existing condition of the operational asset portfolio. Cardiff Council are working in partnership with Faithful and Gould (F&G) to undertake condition surveys for all operational properties to determine building fabric and mechanical and electrical maintenance condition, backlog maintenance cost and priorities. Asset tagging of M&E items is also included.

For phase 1, 77 sites were identified. F&G have completed all site inspections and returned all information.

The Council has undertaken a high-level audit of the works presented to date focusing on quality and accuracy of surveys and interpretation of costs associated with condition. Feedback to F&G has resulted in positive changes to approach and deliverables.

For Phase 2 approximately 253 sites were identified and survey works commenced in quarter 3 of 2018. Numbers have been revised from the original brief due to changes to gross internal areas and priorities. The target is to have all of the deliverables completed by the end March 2019.

Costs associated with maintenance items are being cross-referenced with new rates to be used within the 2nd Generation frameworks to inform scope and development of the capital preventative maintenance programmes.

Next Steps.

- Collate reports into asset condition registers including data received from the statutory obligations testing work and fire risk assessments.
- Undertake high-level audit of phase 2 works.
- Upon receipt of all data, ensure all deliverables have been met, recommendations for development of a user guide have been implemented and a closure report has been provided.
- Communicate findings with key stakeholders and property managers.
- Ensure property data and asset condition registers are kept up to date with ongoing building works.

Preventative Maintenance Programmes

Cabinet have recommended the implementation of a preventative maintenance programme (PMP) for existing assets and new builds. Development of PMP's for new build is reliant on the data being received through the condition surveys as well as cyclical inspection requirements (e.g. gas boiler service reports) and health & safety inspections (e.g. fire risk assessments). This will allow for a condition based PMP to be developed in relation to existing assets which will maintain the correct priority asset at the relevant time.

With regard to new build projects, a specification has been developed for inclusion within the employers' requirements and contract documentation that will require contractors to develop and provide a 5-year maintenance plan to allow County Estates to factor maintenance requirements and schedules into the overall asset condition register and identify in advance necessary maintenance/replacement works and plan accordingly.

Development of the capital works preventative maintenance programmes is ongoing and will involve a rolling programme through the 2019/20 financial year.

Identified priority works are being collated into packages for delivery through building services that will deliver efficiencies in cost and programme.

Next Steps.

- Continue to assess condition survey data as it is received, prioritise, and include within the PMP as appropriate.
- Utilising the PMP and working closely with Building Services to develop a programme of works for cost effective delivery.
- Continue to update PMP as property related works are completed to ensure an up-to-date register is maintained through the year.

Depots Rationalisation Project

Cardiff Council operates circa 19 depots across the city serving various service requirements. These depots vary considerably in size, quality and location with each having been developed over time to meet the specific need of the occupying service.

Parks, Bereavement Services, Highways and Waste Services predominantly use depots. Each share common requirements in regards to vehicle storage, equipment storage, mess facilities, stock control, office space and proximity to the area of service.

As each service has developed its own depot strategy, there has been limited exploration of shared facilities or joint investments where common requirements can be fully identified.

Significant potential exists to review the function of all depots across the city and identify opportunities to share space, pursue joint investments and reshape service delivery to operate more effectively to deliver a modern depots solution.

The Corporate Property Strategy establishes property rationalisation as a key corporate objective to reduce the works maintenance backlog, annual running costs and building footprint across the estate to realise capital receipts and drive service efficiencies.

Many of the existing depot facilities are in poor condition, with large maintenance backlogs, health and safety concerns and sub-standard mess facilities.

To fully realise the potential for efficiencies in the depots estate, the service requirements of Parks, Bereavement Services, Highways and Waste Services will need to be better understood to inform the best strategic decision.

The initial focus of the Depot Rationalisation project was to assess the suitability of various relocation options for the current Wedal Road staff and operations, offering recommendations for potential alternatives. This was prioritised to facilitate the sale of the Wedal Road site to a strategic partner and ensure minimal impact on service delivery.

This phase of the project involved working closely with Parks management and the staff operating from Wedal Road to carry out a review of their operations and capture their requirements for a new location/s. Following the requirements gathering process, an options report was put together outlining possible re-location options for staff and operations at Wedal Road. The options report provided information on the

location, site plan, financial implications, potential benefits and key issues for relocating to other sites.

A decision was then made to gather relevant information on all Council depots to allow informed decisions to be made on their potential optimisation strategies, i.e. shared services, strategic partnerships, refurbishment or closure/relocation.

Strategic Estates Division (SED) then commissioned a report to undertake a holistic exploration of the Council's depots through the lens of utilisation, collaboration, and rationalisation. This report focused on the following Council service areas:

- Parks
- Bereavement
- HWRC / Waste
- Highways
- Cleansing
- CTS / Vehicle

Next Steps

A project board has been set up and is due to meet on the 6th March 2019. This board will discuss the output from the report mentioned above, and discuss what options are available and agree a way forward.

The Asset Management Board will also be asked to consider the options available.

Customer One Front Door Project

A key deliverable within the corporate landlord model is the development of a 'One Front Door' (OFD) contact point for all property related communications, this is a single point of contact and is managed through the County Estates (CE) service desk manned by dedicated customer liaison Officers (CLO's). The purpose of the one front door is to create a consistent process that provides county estates governance over works undertaken on the estate. Work requests are assessed by the CE service desk and require sign off as appropriate by all County Estates functional areas providing strategic, operational and health and safety oversight of building/maintenance activities across the estate. This will drive efficiencies in estate management and further improvements around compliance and Health and Safety management. The OFD process is integrated to the schools handbook and reinforces the roles and responsibilities within it.

The OFD has been rolled out across the Educational estate as a pilot that commenced in October 2018. Key to this roll out has been CLO's visiting schools to introduce the pilot scheme along with the roll out of the updated schools handbook.

To date approximately 90 schools have been enrolled within the system with the remaining programmed to be enrolled by April 2019.

Training on the use of the systems has been provided to individual schools on site and officers are providing a following up service to continuously update schools as required ensuring the system is utilised correctly.

Communication processes, function/officer responsibilities within process have been developed in conjunction with all county estates functional areas and will provide clear simple communications, particularly around updates on work requests, delivering full transparency and improved service to clients.

Next Steps.

- Ensure roll out is complete across the schools estate.
- Provide ongoing training and support to the educational estate.
- Upon completion of the pilot, engage with schools to collate feedback.
- Commence roll out across operational estate, in conjunction with the development of the corporate estate handbook comprising, new processes and procedures for requesting and undertaking any building related works.
- Provide training and support to operational estate during roll out.
- Undertake assessment/audit of communication processes for continuous improvement.

Office Accommodation Project

The Capital Ambition Delivery Team (CADT), working closely with the Strategic Estates Department (SED), manage the majority of the office accommodation moves that take place across the Council's estate.

The CADT and SED have developed best practice when managing office moves, with principles in line with modern, fit for purpose office accommodation standards, to gain maximum benefit from proposed allocated space to help relocate.

One of the main moves in 2018/19 was Rent Smart Wales (RSW) into County Hall from Wilcox House. This move required a space for 74 staff and be IT ready as a call centre. Due to the size of space required it was agreed other service area/teams had to be relocated, these were called "enabling moves".

A programme of phased moves was created for the enabling moves to take place; this was done in parallel with stakeholders and their business strategies.

In total 202 staff were relocated, adopting the best practice standards mentioned above.

Next steps

There are discussions ongoing to relocate Shared Regulatory Services from City Hall to County Hall (this will involve moving around 70 staff).

A corporate approach to smarter/agile working is currently being developed.

An extensive requirements gathering exercise is ongoing for our three core buildings, namely County Hall, City Hall and Wilcox House.

Programme – Digital First

Aim

A Council that is truly Digital First will be one that has implemented ways of working and a range of technological solutions to better meet the expectations of its citizens while operating with optimal efficiency.

The overall objective of the Digital First programme is to:

- Adopt a Digital First approach to Council services.
- Be innovative in service delivery.
- Speed service delivery.
- Promote customer self-service.
- Reducing the demand for funded services.
- Improving productivity and enabling collaboration.
- Reducing the cost to serve.
- Reducing the cost of administration and business support.
- Reducing the cost of services.
- Evidence based prioritisation of resources.
- Develop a data management strategy.
- Develop an approach to demand management.

Hybrid Mail Project

Cardiff Council is responsible for the printing and posting of over 2.7 million mail items per annum, 1.6 million of which are 'ad hoc'. Disparate arrangements exist across departments for manually printing and posting this ad hoc mail on a daily basis. Letters are sent using a mixture of Royal Mail collection or the use of franking machines. Departments make their own arrangements and multiple individual Royal Mail accounts are in operation. The Hybrid Mail solution will drive a council-wide approach, supporting improvements in the current postage process and management information and resulting in cost and efficiency savings.

The Civil Parking Enforcement team went live with all 'batch' mail on the 7th January 2019, and their remaining 'ad hoc' mail went live on 22nd January 2019.

CPE are successfully processing approximately 7,000 letters each week via the hybrid mail solution.

Eight departments have been identified for roll out in phase 1, and requirements gathering is taking place for the remaining departments in scope of Phase 1. These are Housing Benefits, Waste, Rent Smart Wales, Planning, Pensions, Electoral services & Rents.

Next Steps

The project team need to understand and map key interdependencies, which may affect project implementation plans (such as franking machine contract end dates, service area requirements and pressure points).

The continued implementation of hybrid mail for phase one service areas and identify teams in scope of phase two.

Monitor and track benefits as they are realised, throughout the project lifecycle.

Cardiff App Project

Waste Management approached ICT approximately 18 months ago to see if their existing mobile app (Binfo) could be redeveloped in-house to deliver an improved service. Around the same time, ICT was also approached by City Operations to enquire whether a mobile app could be created in-house to report fly tipping. A proof of concept (POC) was subsequently built which:

- Allowed ICT to simplify the reporting process for residents;
- Provided quality, accurate, timely and up to date information to the teams responding to, or resolving issues; and
- Proved that the reports could be fed directly back into the line of business system where it existed.

A single corporate app is preferable to having multiple apps, created and maintained by different third parties, each with their own sets of integration and maintenance costs, producing products that are unable to integrate with each other. Having a separate app for each service is also an annoyance for residents because each takes up screen and drive space.

Cardiff Gov app was launched eight months ago and offers residents a smarter way to connect with council services on a 24/7 basis.

Some key features of the app include:

- Check your recycling and waste collection dates, and set up reminders.
- Report problems on roads and pavements.
- Check your Council Tax account.
- Sign up for Council Tax e-bills and notifications.
- Report fly tipping straight from the scene.

Before each new service is added to the app, each process is streamlined to improve the customer experience. Forms on www.cardiff.gov.uk and in the contact centre are updated and released alongside the deployment, update and release of forms on the app. This allows for web channel consistency and enhanced channel choice for our residents.

The total number of app downloads currently stands at 9,614 (26th February), and as we add more services onto the app we are confident that this figure will increase further.

Next Steps

The project team will be adding new services and functionality regularly in future releases over the coming weeks and months. Some of these new services include:

Reporting non-collection of waste – by mid-April 2019.

Requesting waste bulky item collection – by the end of May 2019.

Ordering of bins and bags – by beginning of July 2019.

As more and more services are added to the app, the project team are certain to see a shift in the channels used by residents for communicating with the council, requesting services and reporting incidents, from expensive to facilitate channels, to more cost-effective ones.

The face-to-face Citizen Hubs and C2C have their place for resolving processing entitlement proofs and complex enquiries, but we will encourage customers to use web channels and automated services for resolving their simpler enquiries in the first instance, and a robust reporting mechanism is in place to monitor and record this channel shift.

Virtual Agent Technology Project

During an exercise to assess the modern contact-centre management systems market, the Digital Delivery Team identified opportunities to deliver significant benefits through the automation of service request and customer enquiry handling using artificial intelligence (AI) and machine learning. Subsequently a detailed assessment and analysis of virtual agent (or chatbot) technology has been undertaken with the goal of procuring, developing and deploying an accessible, convenient range of access channels powered by AI.

The Digital Delivery Team has completed a market sounding and technical capability assessment. This thorough exploratory phase fed into requirements gathering and the development of a proposed deployment approach for the technology. A formal supplier assessment has been completed using the GCloud procurement framework, resulting in the identification of an appropriate supplier to deliver Cardiff Council's business and technical requirements. Pre-engagement activity had been progressing including internal workshops considering the tone, style and aesthetic of the citizen-facing 'chatbot', telephony integration for voice recognition and speech synthesis services, and knowledge management processes to ensure that the AI engine always provides customers with the most up-to-date info information.

Next Steps

Completing the procurement process is a priority, as the project team aims to begin development work early in Q1 2019/20. The final stages of the internal procurement process are underway, and then engagement with the chosen supplier can begin. Work continues to ensure that as much pre-work as possible is completed in advance of the development and deployment period.

Education Information Management Project

The primary purpose of the project is to improve information management systems and data analytics capability in relation to children and young people accessing education and related support services in Cardiff. A complete review of business processes, ICT systems, data management and people skills will deliver an Information Management Strategy that will prioritise changes to the way that information is captured, stored, managed and used both within and beyond the Education directorate.

A data gathering exercise has been undertaken with 30+ Education Support Services teams to understand their business and data needs, identifying issues, risks, opportunities and requirements. This information has been analysed and teams prioritised in order to develop a roadmap and strategy for working with these teams to enhance and improve their business processes and data management.

Next Steps

Project Board to approve priorities and implementation approach and timescales.

Communication with all stakeholders in Education engaged in the project will provide a project update, and highlight the sequence of improvement implementations to take place.

A pilot team has been selected and work with this team is due to commence in March 2019.

Work will continue to take place via an action plan to mitigate and remove red risk areas that were identified through the data-gathering phase.

Office 365 Project

Office 365 is a suite of products that include the latest desktop Microsoft Office products, but also a variety of online tools. These include cloud storage for emails and documents, Skype and SharePoint online, online versions of Office, additional collaborative working tools such as Teams, and mobile apps. This gives the ability to work across devices and locations whilst retaining a consistent experience.

When Cardiff Council's enterprise license was renewed in 2018, the existing licenses for on premise Microsoft products and email storage were replaced with Office 365 licences.

The Office 365 implementation project will roll out Office 365 across the council over the coming months.

Currently approximately 150 users are live on Office 365. This includes Social Care users who were moved to Office 365 as part of the Social Care agile working project, and groups of trial users. The trials are designed to identify and resolve common issues in the deployment of Office 365, and to refine the user communications and training documentation that will form part of the full rollout. We are currently on the third trial phase, with users to date coming mostly from ICT and Customer Services.

For each trial, the user communications have been reviewed and technical queries resolved, or added to an FAQ SharePoint site that is now accessible to all staff.

Next Steps

A fourth trial will be run which will consist of all of ICT plus some additional users. This will bring the number of Office 365 users to around 200, after which the project will look to start rolling out council wide.

The first phase is to rollout Exchange (email) online, Skype for Business online, and access to the Office 365 portal and mobile apps. Rollout of other products will be considered as part of future phases.

Work is currently underway to identify how users will be grouped for the full rollout, and the delivery team is in discussion with the SharePoint team to identify dependencies between the two projects.

HR Recruitment Portal Project

The Council's Corporate Recruitment software system 'Tribal' (Six Stages) has been in place for the past 10 years and this system is due to end in May 2019. The termination of our contract with Tribal provides an opportunity to review recruitment software requirements in line with the Council's Digital Agenda, Workforce Strategy and key recruitment challenges. Current recruitment procedures are seen as time consuming and prolonged for the applicant, the recruiting manager and the recruit team, resulting in financial, quality and reputational impacts for the Council.

This project has created an opportunity to review our software needs, assess what we need as an organisation to meet the Council's recruitment challenges, attract a more diverse pool of applicants, introduce a more cost, and time efficient recruitment process.

The aim of this project is to deliver a fully bi-lingual system in accordance with Welsh Language Standards, and a more cost effective fully integrated e-recruitment solution to attract a more diverse pool of high quality candidates to Cardiff Council.

A process mapping exercise has been completed on the current 'as-is' process. The start-up phase of the project highlighted the number of 'non-digital' steps and people/system handoffs in the current end-to-end process. Engagement events have been held with representatives across the Council, which provided departments with an opportunity to influence the requirements of the proposed software. A cross-representation of specialists were integral to the procurement selection process where Lumesse TalentLink software was selected.

Lumesse is an off the shelf system that can provide all the outcomes we are looking for. TalentLink is a self-managed software system that will enable internal staff to configure the system to meet the Council's specific needs. TalentLink will 'push' applicants through the selection process that will allow recruiting managers to have control over the speed of selection. The system will also have the ability to push adverts out to Social Media sites, such as LinkedIn, Facebook and Twitter that will

enable us to be competitive employers of high quality talent, whilst ensuring the sustainability of our future.

Following the selection process, a high-level conceptual diagram was created highlighting how HR Recruit envisage the new recruitment process working following 'Go Live'.

Specification design workshops have taken place. The back office specification has been completed and super users have been identified. Training has also been provided on how to configure TalentLink for Cardiff.

The front facing career site design specifications and branding have been completed with input from ICT, Media and HR Recruit. In addition to this, a 'mock' career page has been designed by the Media and Communications team to provide Lumesse with a visual of our requirements.

The integrations requirements have been completed and passed to TCS (DigiGov) to provide a quote and timelines for implementation.

A communication plan has been created and will be implemented periodically.

Next Steps

A quote and timeline for TalentLink and TCS integrations are due to be confirmed and signed off by early March 2019.

The career site design, technical and branding specifications are due to be signed off by early 2019.

The back office configuration is due to be completed by the Super Users by the 18th March 2019.

User Acceptance Testing is due commence on the 18th March 2019.

Training for HR Recruit and Recruiting Managers is due to be completed by the end of April 2019.

SharePoint Project

Information is a valuable asset if it is appropriately stored, updated and retained and requires a platform that provides a document repository and automated workflows to drive improvements both in terms of customer management and information governance.

SharePoint has been adopted as the authority's Electronic Documents and Records Management System (EDRMS). This has provided the opportunity to embed our legislative requirements into everyday working practices. It has also enabled benefits around the way our information is stored, used and made available to other teams and where applicable to our citizens.

Cardiff has completed the transfer of data for 47 sites within People and Communities, Economic Development, Planning, Transport & Environment and Resources with a further 26 sites due to go live in the next few months. Over 120k documents have been migrated from drives to SharePoint and as part of the process duplicated and irrelevant records have been removed to reduce the overall demand on storage. The project has also created publishing workflows to enable data sets and freedom of information responses to be published onto the public facing external web site.

The Corporate Intranet site has been rebuilt within SharePoint absorbing corporate information such as the HR documentation that has also been migrated to SharePoint.

Next Steps

With the Council progressing to adopt Office 365 and the current SharePoint going out of support in 2020 new sites will be built with SharePoint Online that allow the Council to work more collaboratively in a secure digital environment with our external partners. Existing SharePoint sites will also be migrated to Online as a continuation of the project rationalising the storage and retention of unstructured records to ensure the authority successfully transitions away from network drives to a coordinated records management approach.

Programme – Service Reviews

When developing the Capital Ambition Delivery Programme a need was identified for a multi-disciplinary team to offer assistance to a review of Council operations, both at a sub-service and cross-cutting level. **The service area will be expected to lead the review and will be assisted by this team.**

These short, sharp and focussed reviews will be targeted to ensure resources available are being used in the most effective way to achieve desired outcomes, and to identify savings to contribute to resolving the Medium Term Budget gap.

A Service Review Steering Group, chaired by the Corporate Director Resources, has been established.

A rolling programme of these reviews will be carried out with the aim of producing recommendations within **three months of commencement.**

These targeted reviews will:

- Investigate and document current processes.
- Understand the costs involved in delivering the function under review.
- Analyse what business efficiencies are possible, and what are the potential financial savings associated with them.
- Analyse demand to ensure the revised function can meet customer expectations.
- Document and recommend what business efficiencies and financial savings can be achieved, working with the service to develop a deliverable action plan.
- Ensure measures exist to monitor the success of adoption of any recommendations.
- Document lessons learnt from across the review process to help inform activity with concurrent and future service review activity.

Service reviews are led by the respective service areas with assistance from the Capital Ambition Delivery Team and its team of trained Business Analysts, who can offer an independent view of business processes and potential efficiencies to support service areas in the implementation of change.

Those employed to investigate the service to make recommendations, and subsequently implement transformational change, may be supported by some external input as required, and outputs will be assessed by the Service Review Steering Group.

Civil Parking Enforcement Review

This service review was completed in October 2018. The review found the following:

- The entire Civil Parking Enforcement (CPE) process cuts across 7 service areas and 2 Directorates, including several handoff points.
- Cardiff issues 180,000 tickets per annum and processes around 31,000 appeal per annum (17.7%).
- 52% of those appeals are successful.
- Cardiff process the fewest appeals per FTE and have the largest team overall, in comparison to the other local authorities we benchmarked against as part of this review.
- Income recovery levels are below the national average of 45% but overall it was more profitable for Cardiff to remain with an in-house recovery team.
- There is technology that is currently under-utilised in income recovery.
- There are technological implementation initiatives in the pipeline for the enforcement team that will improve efficiency.
- Other local authorities utilise market-leading technology available that can reduce the number of appeals and improve the efficiency of the process.

The service review identified **5** key opportunities and a further **18** additional opportunities that were recommended the service areas pursue.

The key opportunities could potentially realise an annual saving of up to **£676k** with the additional opportunities containing the possibility of further realised savings as part of increasing process efficiency.

The **5** key opportunities were:

1. Implement a robust appeals policy;
2. Review the Civil Enforcement Officer Team;
3. Review the Appeals Administration Team;
4. Introduce an appropriate technology solution for the Appeals Team; and
5. Use of ANPR technology for the bailiffs.

Next Steps

The above **5** key opportunities, together with the associated savings, have been accepted by the service areas. Implementation plans have been developed and the Service Review Steering Group will monitor these.

Passenger Transport Review

A comprehensive review of passenger transport operations was identified as an opportunity to review the efficiency and effectiveness of the current approach to delivery of passenger transport services and to establish whether the opportunity exists to sustainably reduce underlying revenue costs whilst preserving or improving service levels and quality standards.

The Council engaged EDGE public solutions to carry out this review and this was undertaken between January and March 2018.

The Council received a report from EDGE in May 2018 that set out clear recommendations for change and quantified the potential financial benefits of the changes proposed.

The Planning, Transport & Environment Directorate were tasked with developing an implementation plan, working jointly with the Education Directorate and support being provided by the Capital Ambition Delivery Team. The Service Review Steering Group were to be provided with updates on progress.

Next Steps

The key action is to transfer the main operational budget for school transport from the Planning, Transport & Environment Directorate to the Education Directorate, from the 1st April 2019, together with implementing a service level agreement between the both Directorates.

An implementation plan is due to be signed off by the Directorate and the Service Review Steering Group, covering some of the key recommendations from the EDGE report. These include a review of the Passenger Transport Service Operation and a Policy Review.

Social Services Payment Processes Review

This service review has been undertaken in Social Services, investigating payment processes across both Adults and Children Services. The scope for this review is processes where the council is making payments to providers or to service users, focussing on how payments are made. The review also included looking at the commissioning/brokerage processes for residential placements.

When analysing processes, the service review looked for the following:

- Areas of waste – such as duplication, hand-offs paper-based or manual tasks etc.
- Process consistency – across teams and across sites, using processing costs as a benchmark.
- Process compliance with corporate policy – such as the no purchase order, no payment policy.

The priority processes examined are payments to care providers including:

- Domiciliary Care.
- Placements.
- Supported Living.
- Residential & Nursing Care.
- Foster Care.
- Direct Payments.

The teams in scope as part of the review were:

- Children Services
 - Finance, Commissioning & Placements.
 - County Hall Finance Team (Children in Need, Intake & Assessment).
 - Hafan Gobaith Finance Team (Looked after children).
 - St. Mellons Finance Team (Fostering).
- Adults Services
 - Direct Payments Team.
 - Invoicing Team.
 - Residential & Nursing Team.
 - Domiciliary Care Team.
 - Business Support.

The service review identified **9** key opportunities and **4** additional opportunities.

The draft recommendations report has been provided to the Directorate in February 2019 to consider the findings of the review.

Next Steps

There is a meeting of the Service Review Steering Group on the 13th March 2019, where the findings and recommendations from the review are to be discussed with the Directorate.

The Directorate following the above meeting will develop an implementation plan, and the Service Review Steering Group will then monitor this.

Sundry Debt Service Review

This service review commenced in January 2019 and is looking at the debt recovery procedures in the Council's Income Recovery section together with the initial processes undertaken when debts are referred to Legal Services.

Next Steps

A draft report is to be produced in April 2019, and the respective service areas and the Service Review Steering Group will consider the recommendations within this.

Parks Service Review

This service review was undertaken on the Parks and Outdoor Sport Service, with the focus being directed to a few specific areas/themes, namely:

- Grounds Maintenance.
- Bute Park Nursery.
- Park Ranger Services.
- Asset Management.
- Outdoor Sport.
- Service Necessity.

Some of the main problems and pressures identified were:

- Prevalence of paper-based systems and lack of digitisation.
- Performance/quality and maintenance standards in specific areas is difficult to quantify.
- Lack of management information.
- Climate change.

The above issues made the service review process more difficult as availability of certain key information was lacking.

The service review was completed within the 12 weeks and it identified **6** key opportunities and **9** additional opportunities.

These opportunities were discussed with the Directorate and the Service Review Steering Group, and it was agreed that what was required was a follow up review of the Parks and Sports Service.

Finance were tasked with working with the service in order to inform choices relating to the type, level and functions delivered linked to reducing budget provision from 2020/21 onwards.

The review is budget led and focusses on giving a functional analysis of the service, identifying the current resource allocations in terms of budgets and FTE in each component area of the service.

Next Steps

Outputs from the review will detail the 'as is' position of the service area. This will include a brief outline of both the challenges and opportunities of the activities within each function, and can be used as an indicator of key areas that require review that is more specific.

The Service Review Steering Group are due to receive an update in March 2019.

Pensions Service Review

This review commenced in December 2018 and was to look at the current processes and ways of working with the Pensions Section.

Next Steps

A draft report is to be produced in March 2019. The findings of the review are to be discussed with the service and the Service Review Steering Group once the draft report has been finalised.

FORWARD PLAN

PLANNED ITEMS

Title and Description of Report	Invitees
Meeting Date: 10 April 2019	
Delivering Capital Ambition Performance Monitoring scrutiny of the Resilient Services portfolio and the Transformation of front-line services to deliver Capital Ambition.	<ul style="list-style-type: none">• Cabinet Member, Finance Modernisation and Performance• Corporate Director, People & Communities
Bilingual Cardiff Scrutiny of the Action Plan to address findings of the annual independent review of Cardiff's Bi-lingual strategy.	<ul style="list-style-type: none">• Leader• Head of Bilingual Cardiff• Independent Consultant- NICO

POSSIBLE ITEMS

Corporate Land & Property Management Plan 2019-20	<ul style="list-style-type: none">• Cabinet Member, Investment & Development• Director, Economic Development• Head of Strategic Estates
Performance Quarter 3 2018/19 To monitor performance for Quarter 3 of the 2018-19 financial year – Policy Review and Performance Committee Performance Panel	<ul style="list-style-type: none">• Head of Performance and Partnerships

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