POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

13 MARCH 2019

Present:        Councillor Walker(Chairperson)
                Councillors Cunnah, Hudson and Mackie

68    :    APOLOGIES FOR ABSENCE

Councillors Berman, Boyle, Bowen-Thomson and Lister

69    :    DECLARATIONS OF INTEREST

Members had a responsibility under Part 5 (III) of the Constitution, the Members' Code of Conduct, to declare any interest and complete Personal Interest Forms at the commencement of the agenda item in question.

70    :    MINUTES

The minutes of the 20 February 2019 were approved as a correct record.

71    :    DELIVERY OF THE CAPITAL AMBITION PROGRAMME

The Chairperson welcomed:

Councillor Chris Weaver (Cabinet Member for Finance, Modernisation & Performance)
Christine Salter, (Corporate Director Resources);
Chris Lee (Newly appointed – Corporate Director Resources)
Isabelle Bignall (Chief Digital Officer)
Dean Thomas (Portfolio Manager, Capital Ambition Delivery Programme)
Simon Reynolds (Corporate Landlord Implementation Manager)

The Committee considered the report on the progress being made regarding the delivery of the Capital Ambition Programme.  The programme contained two portfolios, Modernisation and Resilience with the focus of this meeting being the Modernisation portfolio.

The Chairperson invited Councillor Weaver to make a statement.

Councillor Weaver explained he was pleased this item was being scrutinised as it was critical to improve the progress of Capital Ambition.

The Committee received a presentation which outlined the following:

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

- Governance

*This document is available in Welsh / Mae'r ddogfen hon ar gael yn Gymraeg*

- Digital Board – Isabelle Bignall
- Corporate Landlord Programme Board – Neil Hanratty
- Service Review Board – Christine Salter

- Current Position – Modernisation Portfolio
  Corporate Landlord Programme
- People & Change
- Architecture Technology
- 2nd Generation Buildings Maintenance Framework
- Strategic Asset Management Principles
- Depot Rationalisation
- Customer One Front Door
- Office Accommodation

  Digital First Programme
- Hybrid Mail
- Virtual Agent Technology
- Education Information Management
- Office 365
- HR Recruit Portal
- SharePoint

  Service Reviews Programme
- Civil Parking Enforcement
- Passenger Transport
- Social Services Payment Process
- Sundry Debt
- Parks
- Pensions

The Committee was advised of the Programme Dashboard Report and how this supported the projects going forward.  Information on Service Reviews, with a summary of key achievements.

The Committee was provided with information on Service Reviews and how they operated within the respective departments.

The Chairperson thanked officers for the presentation and invited the Committee to ask questions.

Members of the Committee were keen to know how areas were chosen for Service Reviews.

The Committee was advised that the original Cabinet Report outlined projects within Capital Ambition Delivery Plan and the Corporate Plan that could be subject of a Service Review.  The criteria specified that the review should be shorter, sharper, analysed budget spend, external spend and staffing resources.

Service Reviews were a tool to identify and monitor efficiencies, in order to improve added value.  The Committee was informed of the process taken by Directors when identifying Service Reviews, including the benchmarking process used alongside

Core Cities.  These were welcomed by Departments and positive messages were being relayed to Senior Management Team.   Directors also had specific targets and improvements which were continually being monitored to ensure service delivery.

Members were advised that as part of the Digital Strategy, Electronic Signatures and Office 365 were projects being rolled out across the organisation.

The Committee was provided with information on the benchmarking process used with the Civil Parking Service Review.  It was a 12 week process that provided recommendations and the data to support them.  Additional data from the WLGA, LGA and the CIPFA benchmarking club were also used as tools to support the service review.

Members of the Committee were keen to be provided with information on best practice within the Parks Departments.  The Committee was informed that an initial review had taken place in the Parks Department with a second review introduced to build on the outcome and improvements made by the first review.

Members were advised that the systematically monitoring provided by the Dashboards contributed towards improved productivity, improved governance and development of milestones.

The Committee was updated on the current position regarding Waste Collections and that a Cabinet Report was planned, with the  Assistant Director Street Scene, providing an Action Plan outlining a way forward that would potentially become a Service Review.

The Committee received a presentation from the Isabelle Bignall, Chief Digital Officer, which outlined the following:

- Current Digital projects in Capital Ambition Delivery Programme
- Digital Strands that outlined the vision to a connected Cardiff
- Digital Priority Plans
- Connected Education
- Connected Elected Members
- Over-arching Digital Priorities
- Cardiff App and its capabilities
- Fly Tipping Reports
- E-billing
- Roll out of Office 365
- Cyber Security
- Instant Messaging
- Digital Services in 2019

ACTION: That the Action Plans be brought to PRAP for consideration.

The Committee was advised that the Cardiff App did not have the ability to send notifications of closed cases once complete, but work was on-going to develop this.

The Chairperson invited the Committee to ask questions.

Members of the Committee were concerned that areas of C2C were being made redundant, as a result of the introduction of the advanced Digital Programme.

The Committee was assured that as the volume of calls was reducing staff were being reallocated to support other service areas including the queries relating to the Education Appeals process.

The Committee noted that calls were categorised into high and low value calls, with high value calls being that of complex issues and bespoke issues.

Members asked about the introduction of Office 365, along with the possibility of a Case Management system that supported councillors case work matters.  Members expressed their concerns that the hardware which they used to support them in their role and which supported paperless working was inadequate and indicated that an upgrade to their equipment and software was required.

Members hardware was a priority, with a possible refresh of equipment, even though budgets were tight.  Individual cases would be analysed and this would be processed by the Head of Democratic Services.

Councillor Stephen Cunnah agreed to be part of the Members Test Group for Office 365.

The Committee was keen that more services be available on the Cardiff App, in order to support both councillors and residents who used this digital service.  The Committee was provided with information on the software systems supporting the Cardiff App and how it relayed information.

Members were assured that work was in place to notify and inform residents of missed waste collections and the reasons behind this through the Cardiff App.

Members of the Committee suggested that courses be run in Hubs for residents who were not confident using technology. Further, Members of the Committee felt that the Council's website was difficult to negotiate and to find information especially the Planning Portal.

ACTION:  IB agreed to run sessions on website usage for Members.

The Committee was provided with information on the consistency of Schools ICT policies.  There were fundamental pillars to be built, as some Schools had opted for alternative ICT supplies to that of the Corporate system.

The Chairperson welcomed Simon Reynolds, Corporate Landlord Implementation Manager.

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

The Corporate Landlord Operating Model consisted of:

- Define Plan
- Create and Deliver
- Operate and Maintain

Over the last 12 months restructures had been underway across the functional areas in preparation for implementation of the Corporate Landlord model, these were:

- Strategic Estates
- Capital Projects
- Property Services

This consisted of:
- People and Change Project
- Customer Focus
- One Front Door
- Architecture Technology Project

These were key drivers based on the framework. Phase One would focus on what was required with:

- Framework in place for Work Streams
- One Front Door
  - A key deliverable within the corporate landlord model was the development of a 'One Front Door' (OFD) contact point for all property related communications, this was a single point of contact and was managed through the County Estates (CE) service desk manned by dedicated customer liaison Officers. The purpose was to create a consistent process that provided county estates governance over works undertaken on the state. The OFD had been rolled out across the Educational estate as a pilot that commenced in October 2018. Key to this roll out had been CLO's visiting schools to introduce the pilot scheme along with the roll out of the updated schools handbook.

The Chairperson invited the Committee to ask questions.

The Committee drew attention to reputational damage in schools and what was being done to mitigate this.

Members were assured that reputational damage had been recognised in the framework, with a change being made to the use of external contractors. A restructure had taken place in Property Services, with new external people being brought in to deal with these issues. New processes and procedures had been introduced to improve control and deliver on quality.

The Committee asked if the location of a new recycling centre had been identified in place of Wedal Road.

Members were advised that the project was on-going as part of the Corporate Landlord Programme, which fell under the Asset Management Board. Current depots had been addressed, with centralised locations being discussed.

*This document is available in Welsh / Mae'r ddogfen hon ar gael yn Gymraeg*

The Committee asked to see an 'Options Report' once the locations were discussed at the Asset Management Board.

Members were advised that RAMIS was successful, with the Schools Health & Safety Programme being established.  An Asbestos Team had also been set up to support this programme and improvements were being realised.

72 : URGENT ITEMS (IF ANY)

None

73 : DATE OF NEXT MEETING

The meeting terminated at 6.50 pm