

## POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

11 JULY 2018

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

10 : APOLOGIES FOR ABSENCE

None

11 : DECLARATIONS OF INTEREST

Members had a responsibility under Article 16 of the Members' Code of Conduct to declare any interests and complete Personal Interest Forms at the commencement of the agenda item in question.

12 : MINUTES

The minutes of the 20 June 2018 were signed as a correct record.

13 : CARDIFF'S DIGITAL AMBITION

The Committee had a responsibility within its Terms of Reference for scrutiny of the Council's Digital Ambition. The item was therefore an opportunity for the Committee to receive a progress update on where the Council was in delivering on Digitalisation and the proposed new Digital Strategy. The Committee should also monitor progress going forward for the 2018/19 work programme.

The Chairperson welcomed the following:

- Councillor Chris Weaver, Cabinet Member, Finance, Modernisation and Performance;
- Isabelle Bignall, Chief Digital Officer

Councillor Weaver explained this was an important strategy going forward and reflected the Council's Capital Ambition.. A new Chief Digital Officer had been appointed to take this programme forward and progress the Digital aspirations outlined in Capital Ambition. Councillor Weaver was pleased with the strategy and drew attention to the key principles outlined, indicating that Action Plans would follow if approved.

The Committee received a presentation on Cardiff's Digital Journey.

The Chairperson thanked the Chief Digital Officer for the presentation and invited the Committee to ask questions.

Members of the Committee drew attention to costs, and asked whether savings would be met through the development of the strategy.

The Committee was advised that current resources were being used at the moment to operate the Customer Services function. Three Teams had been brought together to deliver the Digital Strategy for the Capital Ambition Programme. Individual Business Plans would be addressed by the Investment Review Board (IRB). To date no set amount had been placed against the digital saving.

Members were advised that a proposal to introduce Hybrid Mail, a process that lets users securely send mail from their computers to a distribution centre where it was packaged and made ready for distribution using the latest technology, was being considered. This would save printing and postage costs and not impact on staff.

The Committee was advised of the resource capacity of C2C and how the calls were categorised. Some of these calls were considered low value and could be dealt with via the Cardiff App.

Some Members of the Committee had taken part in pre-testing of the Cardiff App before its launch, and were of the view that its three functions were still limited. It was essential that as many services as possible be supported through the App, which was key for citizens. It was also noted that the Parking App was operating as a separate function.

The Committee was advised the Parking App would be embedded into the functionality of the Cardiff App however, it would be kept separate for users who lived outside of the city. The roadmap for continuous development of the App was in place, with highways, potholes and street lighting being transactional services by the end of the year.

Members were concerned that some people did not have access to smart phones or the internet and asked how they were being supported in this digital era.

The Committee was assured that Digital Inclusion Days were taking place through the Hub's to reach out to people who were not digitally connected and to interact with outreach services.

The Committee was informed of the introduction of the Virtual Assistant – "ChatBot" that could be introduced to initially handle enquires about waste disposal. This would open additional channels for citizens, lower costs, increase efficiency and provide 24 hour access. There was also a drop down system to an adviser during business hours which became active if questions could not be answered virtually.

Members asked if the App could recognise when a Councillor was logging a call and get feedback. Officers explained that currently, as a result of the high volume of calls, more information was required to identify Councillors and this would be addressed in the long term.

The Committee drew attention to a variety of issues relating to ICT problems being experienced by Members. Lost access to the Members Enquiry system, issues with mobile phones not being supported by Microsoft 365, in-cab technology not working leading to missed waste collections, and E-signatures with no digital template.

Members were informed of the forthcoming “Connected Members Workshop” and suggested that Councillor Ashley Lister attend the event and resolve the issue with E-signatures. It was recognised there were current issues with phones not being supported by Microsoft 365 and this was being addressed. Further issues had been identified with Bartech, supporting Community Maintenance Service devices and this was also being analysed along with a complete change in culture as to how services were being delivered.

The Committee drew attention to data privacy, efficiency risks and how high volumes of data were handled. For the high volumes of data received by Councillors there was no filter to monitor the information. Therefore for the Council to operate more efficiently it was vital that smart technology be put in place to monitor the amounts of data being received.

Members were advised that the Principles of the Strategy were key, particularly the first “Customer experience comes first”.

The Committee was advised that as part of delivering the Digital Strategy, efficiency procedures would be addressed to support improvement.

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

#### 14 : 21ST CENTURY SCHOOLS BAND B PROGRAMME: CAPACITY & GOVERNANCE

The Chairperson welcomed the following:

- Councillor Sarah Merry, Cabinet Member Education, Employment & Skills
- Nick Batchelar, Director of Education

The Chairperson explained that within the Committee’s Terms of Reference was scrutiny of Financial Control, Council Property, Commissioning and Procurement, and the Council’s use of Human Resources. It was on this basis that we have an opportunity for pre-decision scrutiny of the Council’s proposed Band B schemes under the 21<sup>st</sup> Century Schools Programme, specifically:

- To familiarise ourselves with the two funding options available to the Council to deliver the Band B Programme;
- To consider amended senior management arrangements for leadership of the Council’s school estate development Programme; and also
- To consider governance arrangements for the programme.

The Chairperson invited Councillor Merry to make a statement.

Councillor Merry explained that Capital expenditure of £284M in School Estates was required. Project direction and management of this programme was essential to support the Schools Estate going forward and eliminate the risks within the appropriate timeframe.

Nick Batchelar, explained that following the decision made by Cabinet in October 2017 it was essential to have the right skills in place to support the Band B priorities and requirements.

The Chairperson invited the Committee to ask questions.

Members were concerned with the post of Corporate Landlord and asked for clarification that the post would sit within Education.

The Director of Education referred to the different functionalities of the post and where responsibility sat at each phase. Members were directed to the ARUP report contained in their papers to page 81 and noted the Summary of the four key stages in a typical school development life cycle.

- Need Phase
- Scheme Phase
- Delivery Phase
- Operation Phase

The Committee discussed the phases, looking at the specific skills required for the position. Strong expertise on the client side was needed, with knowledge of Property Services/Building Services linking into the Economic Development Directorate.

Members of the Committee drew attention to the job specification, which should have a clear commitment and understanding of how future schools should be able to meet the demands of a growing population.

The Committee continued to ask which Directorate the position sat within and were of the view that the Council's property function should have overall responsibility for schools project management whilst harnessing knowledge of schools requirements from the Education Directorate..

Members were advised the role should be able to identify and support Well-being and engage at a strategic level, with the ability to identify future catchment areas to build schools for the future driven by Education not Building and Design purposes.

The Committee drew attention to the post of Corporate Landlord and were of the view that the post would also be doing work for other Directorates.

Members were advised this project was being driven by Education improvement and what schools required in specific areas, and therefore a specialist in Education was vital.

The Committee asked about the funding for the new post and the costing involved.

Members were referred to paragraph 44 of the papers, financial implications: Resourcing requirements recommended for the effective delivery of the 21<sup>st</sup> Century Schools Band B Programme, Asset Renewal, schools required as a result of the Local Development Plan and other capital schemes being undertaken in connection with the school estate. Therefore, it would be necessary for this post to be funded from existing SOP revenue resources, as part of the overall SOP Financial Model.

The Director of Education in partnership with the Head of Finance would work with directorates to ensure that the funding required would be representative of the level of work undertaken. This would require reprioritisation of existing financial resources as well as identifying appropriate funding resources in order to ensure that the overall model remains affordable.

Members of the Committee asked about the implications of MIM (Mutual Investment Model) funding.

The Committee was advised that the Capital route was the decision being taken forward by Cabinet. The suitability of schemes had been considered, with a number of projects still open for review.

Members of the Committee drew attention to the Corporate Finance Model and asked for further information on the calculations.

It was explained to the Committee there was a slight element of uncertainty in relation to MIM. The size of schools and their consistency along with the number of schools required. Timescales for delivery were also under consideration, as issues had been identified in some schools. .

The Committee asked why the MIM was not being taken forward when it was being encouraged by Welsh Government.

Members were informed of the impact the MIM model could have on the delivery of schools and the suitability of the schemes. Cabinet would reconsider the position on MIM, if the current proposals were not successful.

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

16 : DATE OF NEXT MEETING

12 September 2018

The meeting terminated at 6.07 pm