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.

Corporate Landlord	Digital First	Service Reviews

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.
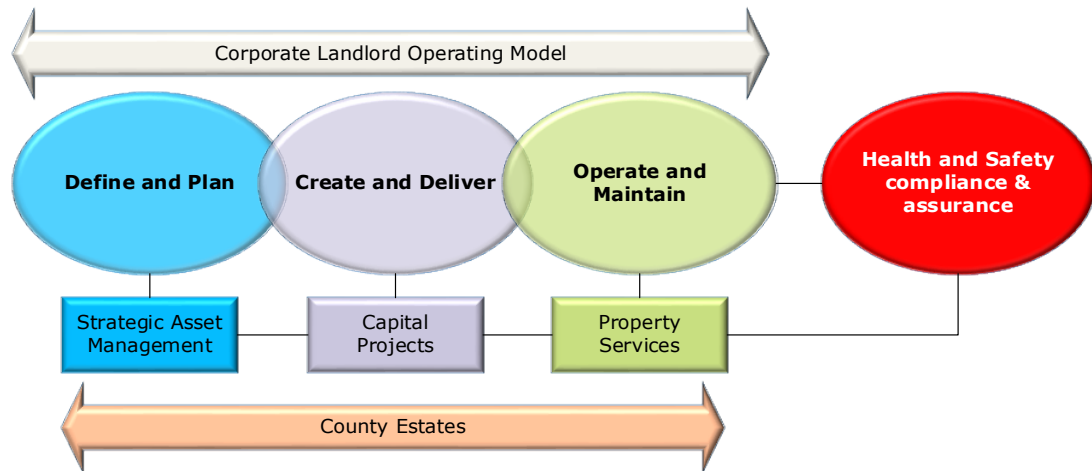

Fig 1 – CL Operating Model delivering County Estates

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 pro-active 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: • Graham Ltd • LCB Ltd • Knox and Wells • Lorne Stewart • GKR Maintenance & Building Company Limited • Ian Williams • Facilities Services Group

	• 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.