
Capital Ambition Delivery Programme – Smarter Working

Reason for the Report

1. To engage with the Committee on a key new project within the Modernisation Programme of the Council's Capital Ambition Delivery Programme (CADP), seeking Members views for inclusion within a Business Case to be submitted to the Investment Review Board in October 2019.

Background

2. The Council's four-year Capital Ambition Delivery Programme is the vehicle by which the Administration is implementing its priorities and principles for change to respond to the pressures affecting local public services.
3. From previous scrutiny Members are aware that the Programme's four priorities: **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*); and **Working for Public Services** (*Making sure our public services are delivered efficiently, effectively and sustainably in the face of rising demand and reducing budgets*) contain a series of 'commitments for Cardiff' covering a wide-range of Council services.
4. The series of principles that will underpin the development of the Council in coming years are well documented as **Getting the Basics Right; Digital First; Putting**

Communities Front and Centre; Joining-up of Frontline Services; Purposeful Partnerships; and A New Deal with Citizens.

5. The Programme is composed of two portfolios, **Modernisation**: Transformation of corporate systems and processes that support service delivery and **Resilient Services**: Transformation of front-line services. The Smarter Working project sits within the Service Review strand of the Modernisation portfolio, as indicated in **Appendix 1**.
6. This Committee has responsibility within its Terms of Reference for scrutiny of the Council's Strategic Programmes and has received a full briefing on the Modernisation portfolio at its March meeting.

Structure of the Papers

7. The following appendices are attached to this report:
 - a. **Appendix 1** - Portfolio Structure Chart for the Modernisation Portfolio
 - b. **Appendix 2** - Project Mandate – Smarter Working
 - c. **Appendix 3** - Presentation – Smarter Working

Issues

8. The Council is currently rooted in Fixed Desk (inflexible) working, with an element of Agile (flexible) working developing within some Directorates. The Smarter Working project aims to increase productivity, and deliver services more effectively, by making flexibility the first choice of working styles.
9. Successful delivery of this project over the next three years will mean the Council is well on its way to becoming an organisation characterised by:
 - Well-designed workplaces supporting how people work best, with location options such as shared hubs, touchdown points across the City, Core Office building/s and home.

- Work undertaken in a variety of appropriately designed shared settings within those workplaces.
- IT that is convenient and works just as well in and away from the office
- Connectivity to colleagues and to data is provided from virtually anywhere
- Security and access arrangements make it easy and safe to work in a variety of settings
- Managers embracing and exploiting the flexibility, productivity and effectiveness offered by the changes within the workplaces

10. There are clear outcomes of adopting the Smarter Working principles such as:

- Greater productivity and services delivered more effectively
- The costs and environmental impacts reduced as space is shared and used more intensively
- People having more choice and autonomy about when, where and how they work, supported and connected by effective and appropriate use of technology
- People having the opportunity to lead more balanced and healthier lives

11. The project mandate (**Appendix 2**) makes clear that implementing the changes required to achieve Smarter Working will require effective liaison between senior managers, Strategic Estates and Corporate Landlord functions, ICT, Digital Services and HR People Services. Those management teams of services undergoing the transition will face rethinking the culture and management practices of the department.

Previous Scrutiny

12. Following a briefing on the Modernisation portfolio at the March 2019 meeting of this Committee, Members acknowledged that there were potential benefits for service areas to voluntarily undertake service reviews, but there did not appear to be a process or set of criteria for identifying those service areas which would benefit by having their services reviewed. In response the Cabinet Member explained that the service reviews carried out to date have been endorsed by the Senior Management Team. They are areas where it was felt a service review would lead to the identification of significant savings, and more efficient ways of delivering a service.

Both budgetary and performance data had been used to identify potential areas for service review.

13. Members have previously indicated that councillors could contribute to such selection, using appropriate criteria, and would welcome the opportunity to assist the identification and selection of those service areas which should be prioritised. This suggestion was welcomed and the Cabinet offered to share the new programme with the Committee for consideration. The Corporate Director Resources planned to engage with other Directors and their management teams during the early part of quarter 1 2019/20 to develop a new programme of service reviews.
14. The Committee re-iterated its view that benchmarking data should be utilised to determine what good practice looks like when reviewing performance, and be clearly set out in a service review terms of reference. Cabinet responded that during all service reviews, benchmarking data will be utilised where it is available. In addition, other local authorities would be contacted to learn from best practice. An example of this was the Civil Parking Enforcement review, where the review team obtained benchmarking data from councils including Bristol, Swansea, Bromley, Harrogate, Solihull, Sheffield and Bristol.
15. Similarly the Committee expressed an interest in understanding how the challenge of productivity measurement and improvement would feature in each review. Cabinet has explained that, during a review, current ways of working are analysed by both a senior business analyst and staff from the service area. Processes are reviewed to understand how service area staff currently operate, via staff workshops, one-to-one and observing staff carrying out their duties. A software tool called Engage Process is used to capture and analyse the process being reviewed and all processes are mapped using this tool. This is then used to evaluate process's lead-time, costs and more to automatically find bottlenecks, waste and duplication. From this analysis, new processes are mapped out, and by using the Engage Process software, cost savings associated with a new streamlined process are identified and captured.

Way Forward/Scope of the Scrutiny

16. The Project Executive for the Modernisation Portfolio is Chris Lee, Corporate Director Resources, and the Senior Responsible Officer Dean Thomas. Dean Thomas will deliver the presentation attached at **Appendix 3**. The following representatives will be in attendance to provide information and respond to Members lines of inquiry:

- Chris Lee, (Corporate Director Resources)
- Dean Thomas (Portfolio Manager, Capital Ambition Delivery Programme)

17. The Cabinet Member for Finance, Modernisation & Performance has responsibility for the Programme but is unavailable, however it is possible that the Leader will cover this item.

Legal Implications

18. 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

19. 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

20. 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, particularly the prioritisation of service areas for inclusion in the rollout of the programme and future engagement with the Committee; and
- c. consider the requirements for further scrutiny of this issue.

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