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SHOPSHIRE COUNCIL

PERFORMANCE MANAGEMENT SCRUTINY COMMITTEE

Minutes of the meeting held on 5 June 2019
2.00 - 5.15 pm in the Shrewsbury/Oswestry Room, Shirehall, Abbey Foregate, Shrewsbury, Shropshire, SY2 6ND

Responsible Officer: Julie Fildes
Email: julie.fildes@shropshire.gov.uk Tel: 01743 257723

Present
Councillor Claire Wild (Chair)
Councillors Joyce Barrow, Roger Evans, Hannah Fraser, Alan Mosley, Cecilia Motley, Peggy Mullock and Dave Tremellen

1 **Election of Chairman**

It was proposed and duly seconded and

RESOLVED: that Councillor Claire Wild be elected Chairman for the ensuing municipal year.

2 **Apologies for Absence and Substitutions**

Apologies were received from Councillor Les Winwood, Councillor Vince Hunt attended as substitute.

3 **Appointment of Vice- Chairman**

It was proposed and duly seconded and

RESOLVED: that Councillor Joyce Barrow be appointed Vice-Chairman for the ensuing municipal year.

4 **Disclosable Pecuniary Interests**

There were no declarations of pecuniary interest.

5 **Minutes of the meeting held on 6th February 2019 and 6th March 2019**

RESOLVED: that the minutes of the meetings held on 6th February 2019 and 6th March 2019 be approved as a correct record and signed by the Chairman.

6 **Public Question Time**

There were no public questions.

7 **Member Question Time**

There were no questions from Members.

8 Digital Transformation Programme Update

The Director of Transformation and Workforce referred Members to the briefing note circulated before the meeting. [Copy attached to the signed minutes].

In response to a Member's request, the Director of Transformation explained that a data lake was where information was pooled from a number of systems into a form that could be used for analysis. She continued that the data remained in the source system but when pooled it was anonymised but when returned to the source system subjects were re-identified with the additional information attached to their accounts.

9 Business World Implementation

The Director of Finance, Governance and Assurance gave an overview of the Implementation of the Business World financial system.

Members raised concerns regarding schools' ability to raise and pay invoices using the new system. The Director of Finance, Governance and Assurance agreed that some school administrators were experiencing difficulties but there had been a disappointing attendance rate at the training provided, with not all staff booking a place on the training and only 55% of those booked onto training actually attending. He continued that training had not been made mandatory and with hindsight this may have been an error. The implementation team had also over estimated the IT literacy of staff using the system.

The Director of Finance Governance and Assurance confirmed a specialist training company had been employed to deliver training and it was their recommendation that training was not started until mid-February. Earlier training would have left too long a gap between the training and access to the new system.

In response to a Member's query about the length of time that the system was inaccessible during the transition between systems, the Director of Finance, Governance and Assurance confirmed that this had been for only 5 days which was not unusual at year end. Schools final balances were calculated before the SAMIS system had been cut off as happened every year, there would have been a number of invoices not recorded. He continued that this should not have had a huge impact on schools' final balances but he agreed to discuss the issue with the School's Team. He agreed that not all service areas fully understood the implications of closing the SAMIS system and a number of invoices had payment delayed. He continued that the issue of communication had been identified as a learning point.

The Director of Finance Governance and Assurance advised that data migration had been undertaken for all companies who had been financially active during the previous two years, and that the number of additional suppliers that schools required to be added to the system had been underestimated.

The Director of Transformation and Workforce confirmed that e-learning and demonstration films were available for all staff to supplement classroom training that had been undertaken. The e-learning modules had received positive feedback from users. In response to a Members question, he confirmed that some areas had

particularly effective and knowledgeable members of staff who were able to assist colleagues experiencing difficulties.

Head of Finance and Deputy S151 Officer explained that the Business World System required a purchase order to be raised for each invoice. Of the 11,400 invoices processed since the implementation of the new system only 2,800 had purchase orders raised with the remainder having to be manually processed. She continued that the better scrutinization of invoices had resulted in a higher number being rejected for not containing the correct information required by law, or simply not adding up. Rejected invoices were returned to the suppliers for amendment.

In response to a Member's question the Head of Finance and Deputy S151 Officer explained that an additional eleven FTE temporary staff had been recruited to deal with the backlog caused by the need to manually process invoices, and permanent staff from different departments, had taken on additional work or had worked additional hours without pay to assist in clearing the backlog as a gesture of good will. The Director of Finance, Governance and Assurance commented that the amount of good will from staff had been underestimated and this had been recorded as a learning point.

Head of Finance and Deputy S151 Officer confirmed that some departments were not able to use the new system in the way it was designed. Passenger Transport and Shire Service both had issues and work was being undertaken to address these. In response to a Member's question, the Head of Finance and Deputy S151 Officer confirmed that the number of invoices that required manual handling was decreasing as the Business World system was bedding in, but it would never be possible to reduce the number to zero due to exceptions in the system.

Members noted that the implementation date for Business World had been pushed back from April 2018 to April 2019, the Director of Finance, Governance and Assurance clarified the timing of the savings and commented that although the savings were delayed this had been provided for in the contingency plan. The Head of Workforce and Transformation confirmed that staff could not be removed from the establishment until the system was fully implemented and bedded in. She continued that savings would be achieved through improved efficiencies and the purpose of the Transformation Programme had not been to reduce the establishment but had been necessary as the previous systems were no longer fit for purpose. The Director of Finance, Governance and Assurance confirmed that £9m projected savings from the implementation of the Digital Transformation Programme would be in perpetuity, £1.7m had been delivered 12 months early and if delivered in full the new systems would have repaid the capital cost within three years.

The Director of Workforce and Transformation advised that the payroll runs on 20th and 31st of the Month had been achieved successfully and all 13,000 staff had received payslips. She continued that an interface between Business World and the Pension System had been put in place. She added that data migration had affected some sickness leave payments and there had been some difficulties with timesheets in the expenses system.

The Chairman extended the Committee's thanks and appreciation to staff for their hard work and for their commitment and engagement in implementing the Business World system, especially to those who had worked extra hours to ensure that payments were made to suppliers.

RESOLVED:

i) That the Committee's thanks be conveyed to staff for the dedication shown in the implementation of the Business world system;
ii) That learning regarding improved communication be noted and acted upon for future system implementations; and
iii) That the Portfolio Holder be requested to update Cabinet of the Performance Management Scrutiny Committee findings regarding the implementation of Business World system, and that the issues raised be recognised and resources allocated where required.

10 **Review of Parking Strategy** (Pages 7 - 34)

The Chairman introduced this item and noted that Mayor Gill from Ludlow Town Council was in attendance and would be permitted to address the Committee. She also noted that Councillors David Turner, Andy Boddington and Chris Mellings had also requested to speak. She asked them to keep their contributions to no more than three minutes each, which they agreed to do.

Mayor Gill representing Ludlow Town Council addressed Members. He expressed concerns regarding the impact of the Car Parking Strategy on businesses in Ludlow. He reported that the Town Council had undertaken a questionnaire, where businesses had reported decreased turnover since the changes were implemented. He requested that the Car Parking Strategy be changed to allow 1 hour free parking in the town, and the Pop and Shop scheme be extended to allow 30 minutes free parking. In response to a Member's question, Mayor Gill confirmed that no foot fall surveys had been undertaken to confirm the shop holders decrease in trade was due to fewer shoppers.

Councillor Andy Boddington asked for clarification of the trends shown in the report. He commented that members of the public did not understand the signs explaining the Pop and Shop Policy and asked the Committee to be aware of the impact of the removal of short term parking restriction in the Castle Street car park coupled with increased business rates had had on businesses within the town. He also noted that shopping habits in Shrewsbury and Ludlow were quite different and asked Members to be aware that what worked in Shrewsbury would not necessarily work in Ludlow. He requested that Members recommend the re-instatement of the four-hour limit to parking in the Castle Street car park and re-instate the Pop and Shop Scheme to 20 minutes.

Councillor David Turner observed that the public were generally satisfied with the Car Parking Strategy but noted that off street parking should be better signposted. He continued that the resident parking/season ticket parking had not been sufficiently promoted, and no liaison had been undertaken with local businesses to promote parking options. He suggested that the drivers of poorly parked vehicles be given

information on parking options. He also suggested that there should be some free parking made available.

Councillor Chris Mellings reported the Wem Town Council had undertaken a survey with businesses within the town to assess the impact of the Car Parking Strategy. The respondents reported reduced footfall and lost trade. He continued that a number of key businesses in the town had recently closed or relocated and increased parking charges had discouraged shoppers from the using the remaining businesses. He continued that the Town Council had been in communication with Whitchurch Town Council and Ellesmere Town Council and all three were experiencing similar difficulties following the implementation of the Car Parking Strategy. He asked Members to consider the cost of parking permits which had proved unpopular and seen as discriminating against market towns.

The Transport Commissioner gave a presentation on the usage of car parks since the implementation of the Car Park Strategy. [Copy attached to the signed minutes]. Members noted the car park usage for each car park included in the scheme. The Transport Commissioner confirmed that the data was produced by the ticket machines in each parking location. Members' attention was drawn to seasonal or expected peaks and troughs in usage. He also identified car parks with high demands for season or weekly tickets.

Members noted that parking demand showed little change since the implementation of the Car Park Strategy, although the Interim Head of Infrastructure and Communities advised that this data had not been collected over a sufficient period of time to enable strong conclusions over emerging patterns of usage to be drawn.

Members discussed the pop and shop policy and its importance to small businesses.

In response to a Member's question, the Transport Commissioner confirmed that the Council still operated a waiver scheme for commercial vehicles needing to park to undertake work on premises. He explained that the Council still used the paper based system but it was anticipated that it would change to the digital format in the next few weeks.

In response to Members queries regarding the recommendations within the report, the Interim Head of Infrastructure and Communities advised that this was an interim report and Cabinet was being asked to make minor revisions to the scheme before its full review later in the year.

Members suggested that as part of the parking review Cabinet should be asked to consider the Traffic Regulation Orders which had been in force for many years in some locations. The Interim Head of Infrastructure and Communities advised that this would be a huge piece of work which would require additional resources to undertake. He continued that the review of the Car Parking Strategy would be necessary before a review of Traffic Regulation Orders could be undertaken.

A Members suggested that it would be useful to establish a task and finish group to consider the issues raised by Town and Parish Council with regard to the Car Parking Strategy. This suggestion was not taken forward.

RESOLVED:

i) That the recommendations as detailed in the report be endorsed and reported to Cabinet Committee;
ii) That communication to the public and businesses of the Car Parking Strategy is improved; and
iii) That the Pop and Shop Policy be reviewed.

11 **Financial Strategy 2019/20 Task and Finish Group**

RESOLVED:

That the Financial Strategy Task and Finish Group 2019/20 be established.

12 **Overview and Scrutiny Work Programme 2018/19**

Members noted that a Work Programme Workshop would be held for all Members of the Council's Overview and Scrutiny Committees after the next meeting of the Performance Management Scrutiny Committee on Wednesday 10th July 2019. All Members were asked to attend.

13 **Date/Time of next meeting of the Committee**

Members noted that the next meeting of the Performance Management Scrutiny Committee would be held at 2pm on Wednesday 10th July 2019, and would be followed by a Work Programme Work Shop.

Signed ..... (Chairman)

Date:

Performance Management Scrutiny Committee
Wednesday 5th June2019

Review of Parking Strategy Implementation

New Pay and Display Machines

Parkeon Strada Pal

- Multi-services Kiosk running on solar power with a large full colour display screen
- Remote digital operation and cloud-computing technology has enabled deployment of a wide range of added-value without staff having to go into the field.
- Designed to minimize environmental impact from construction through to dismantling and recycling

Development of Parking Data and Business intelligence

- 3 main sources of digital data
    1. Pay and display machines
    2. The Digital Payment system- Mipermit
    3. The Ravens Meadow multi storey car park pay

Project development underway using Power BI as a business analyses platform to facilitate both internal and external collaboration and share customised dashboards and interactive reports with built-in governance and security.

Transactional data (pay and display machine only)

Data presented for County wide, Shrewsbury and Ludlow

Consistency county wide

Seasonal variation standard dip Jan, Feb and March

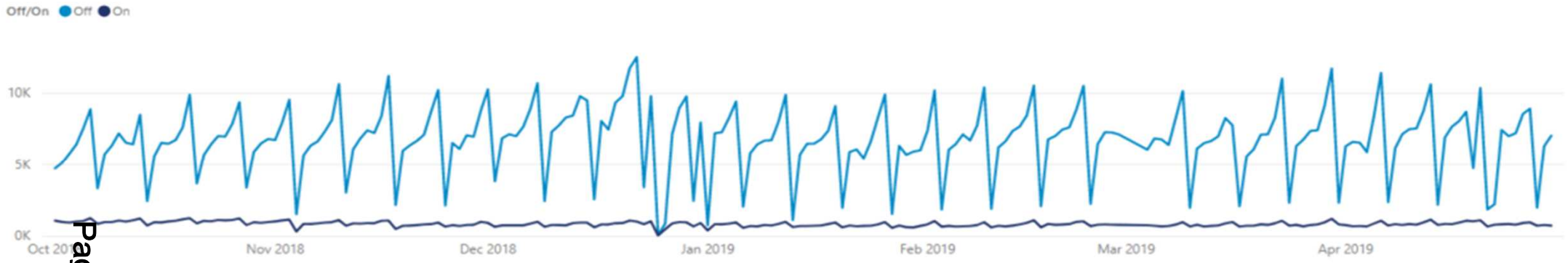
Peaks and troughs correspond with free Sunday, Public and Bank Holidays 9no data), flooding and local events.

Shropshire Council

All

Implementation Date: (Blank)

Number of transactions by day



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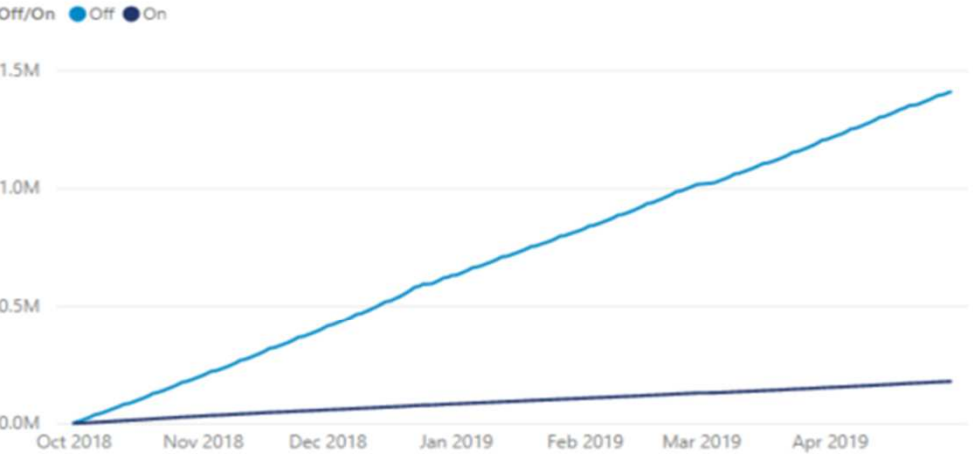
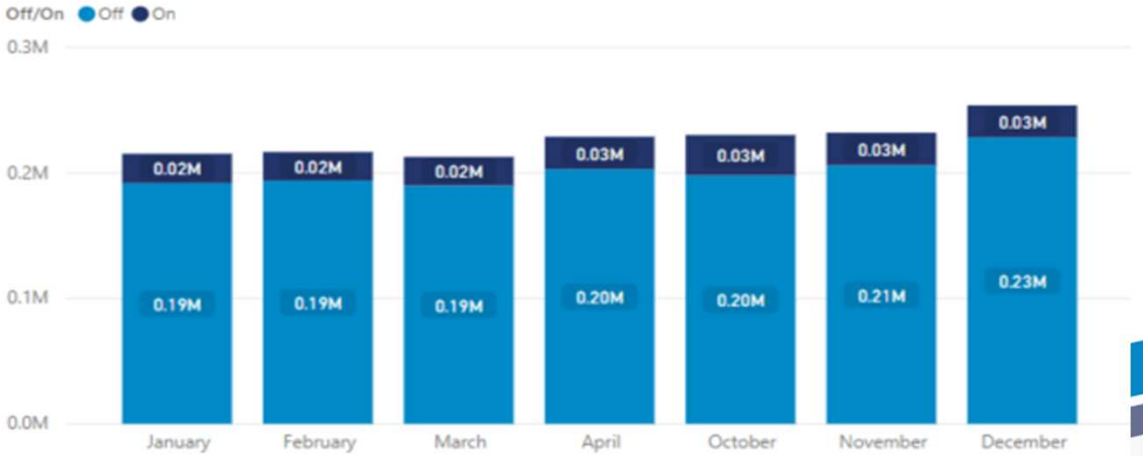


Number of transactions by month



Shropshire Council

Shrewsbury

Implementation Date: 05 November 2018

Number of transactions by day

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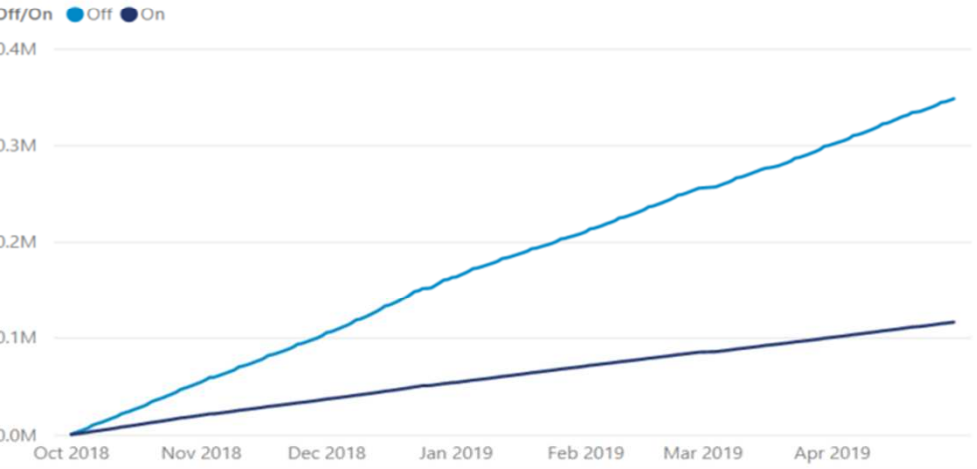

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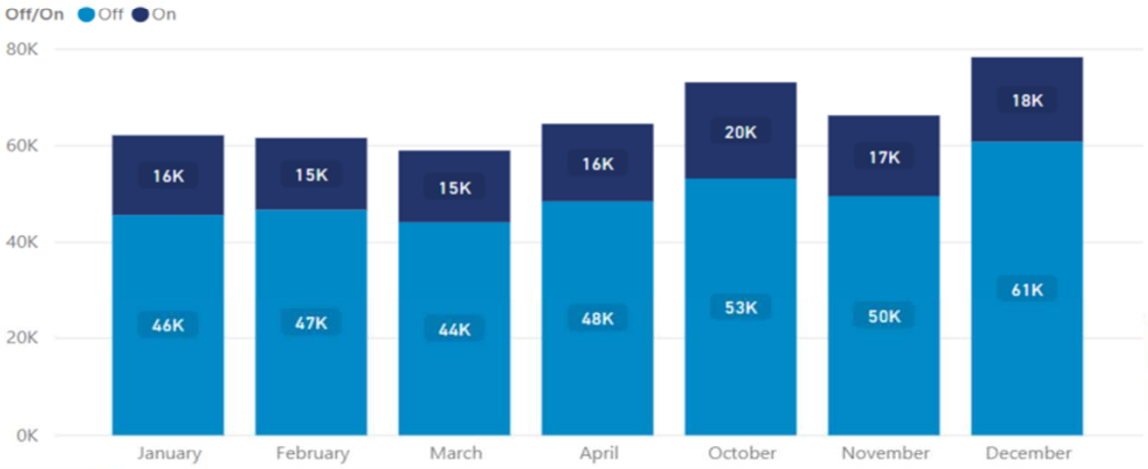


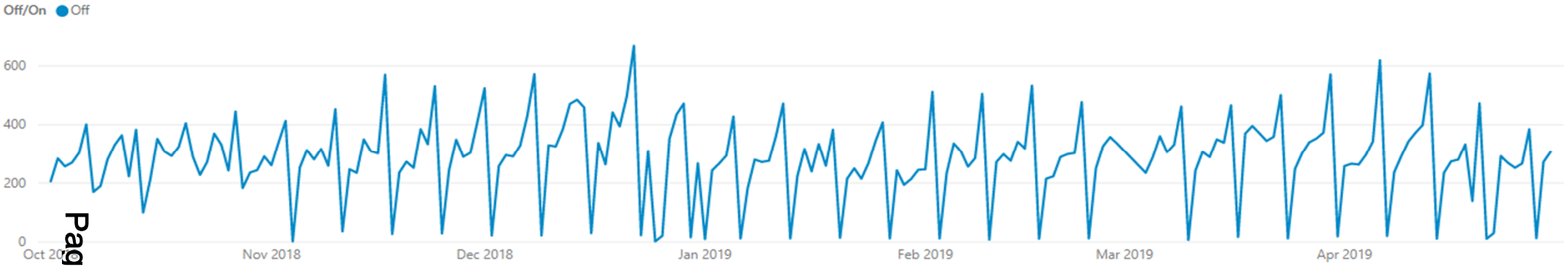
Shropshire Council

Shrewsbury

Abbey Foregate

Implementation Date: 05 November 2018

Number of transactions by day



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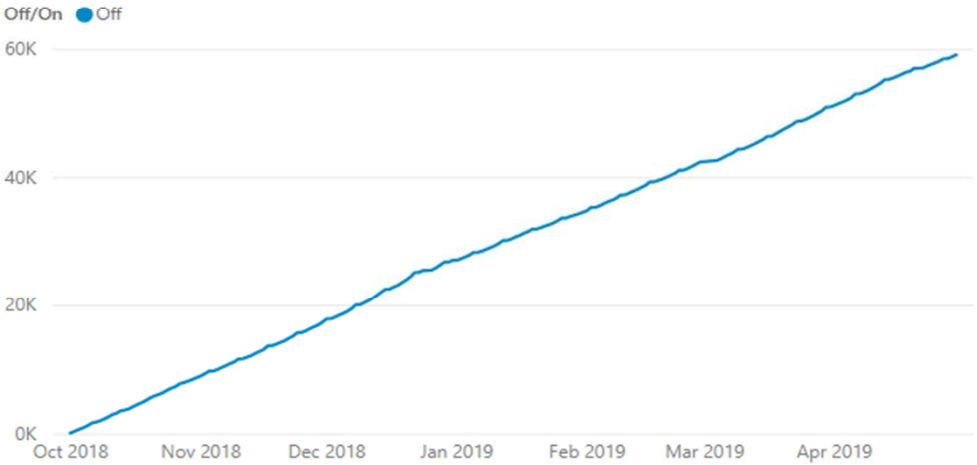

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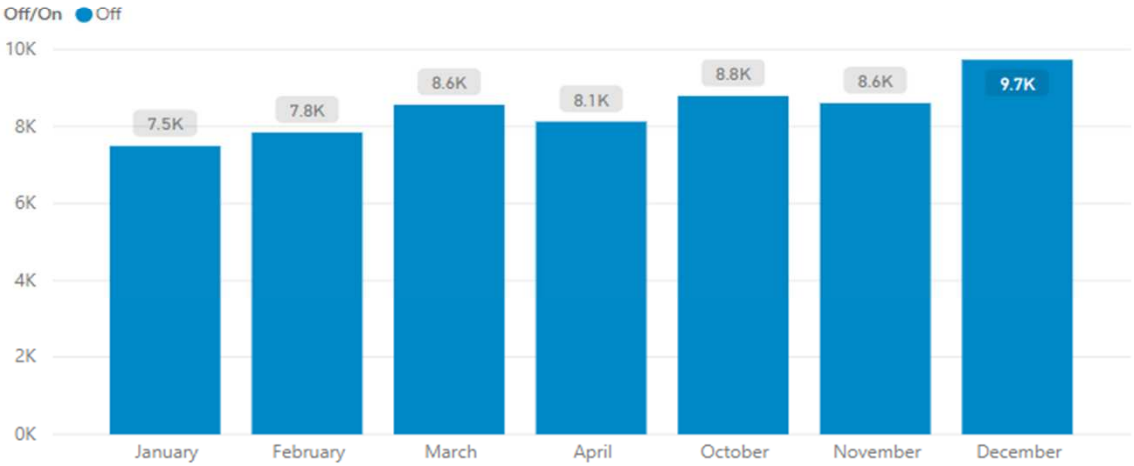


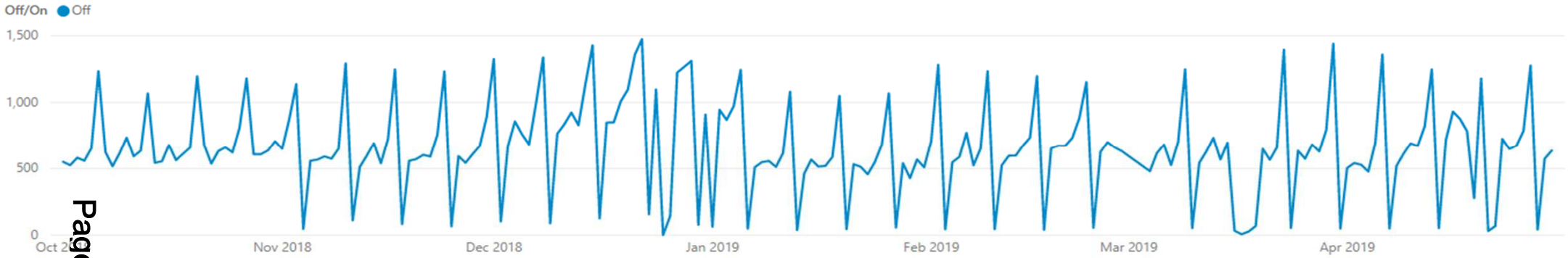
Shropshire Council

Shrewsbury

Frankwell Main

Implementation Date: 05 November 2018

Number of transactions by day



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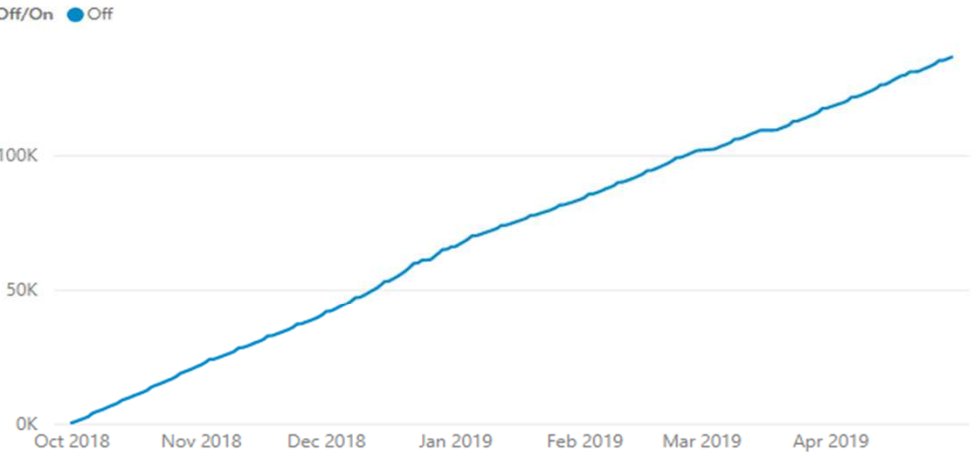

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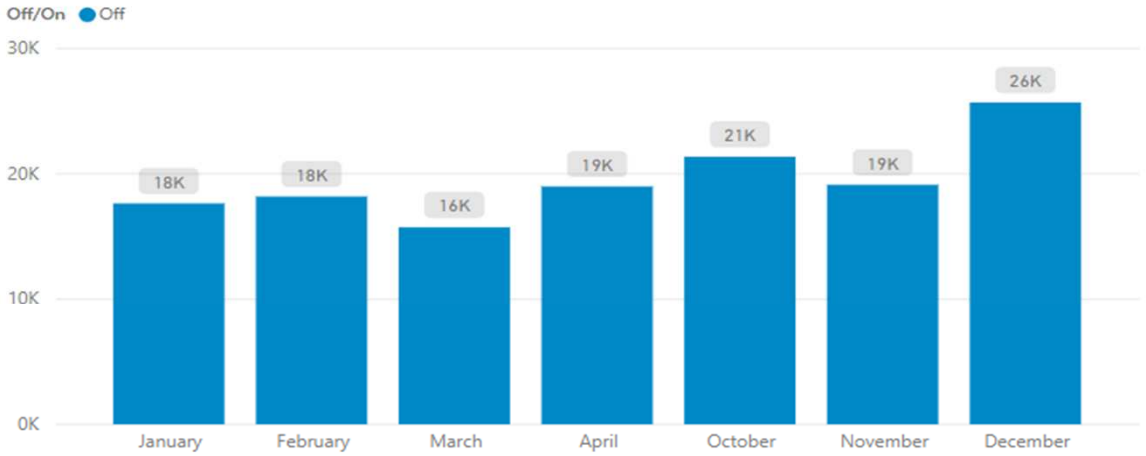


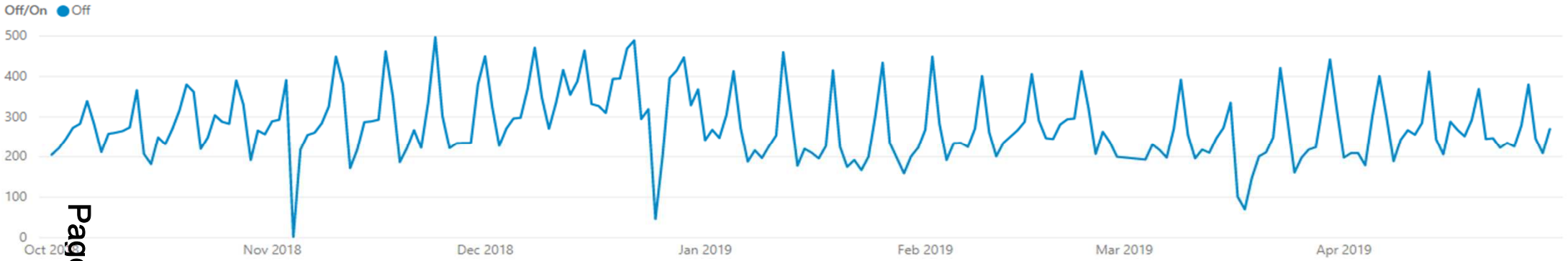
Shropshire Council

Shrewsbury

St Julian's Friars

Implementation Date: 05 November 2018

Number of transactions by day



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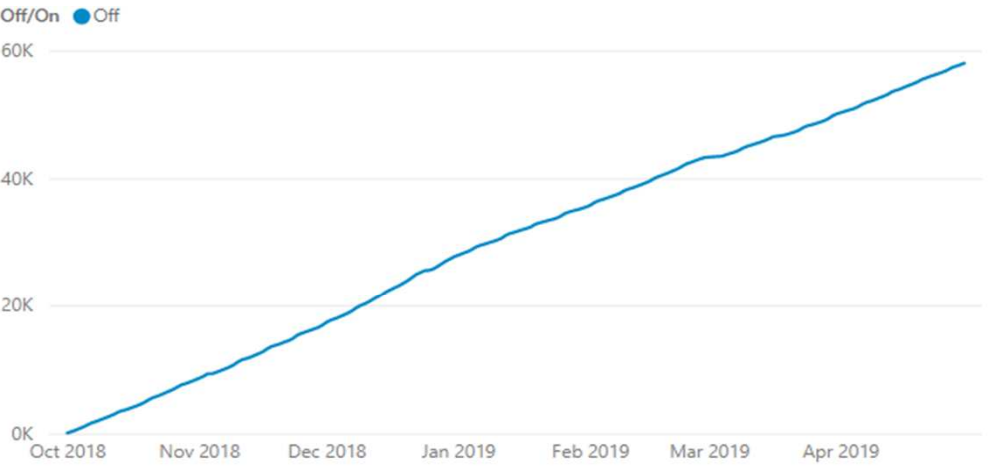

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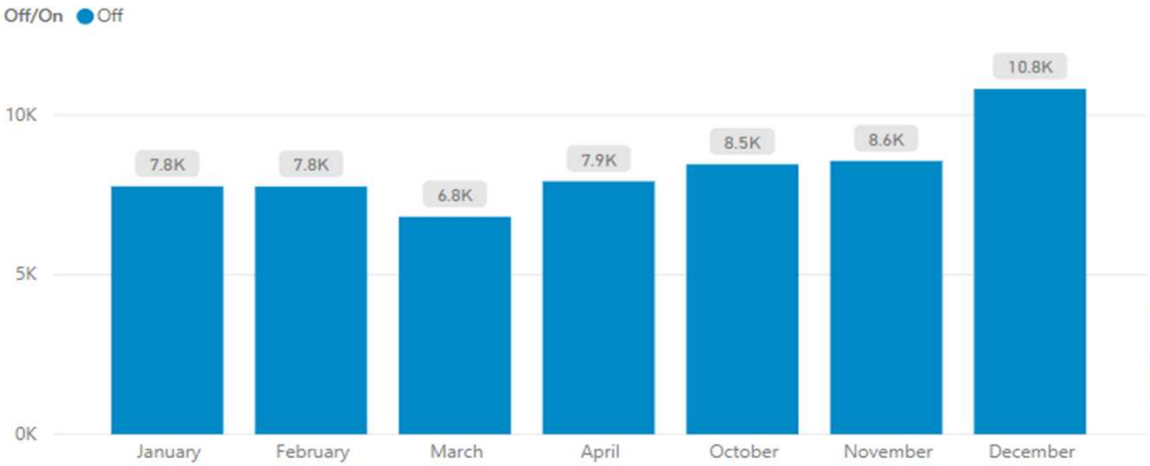
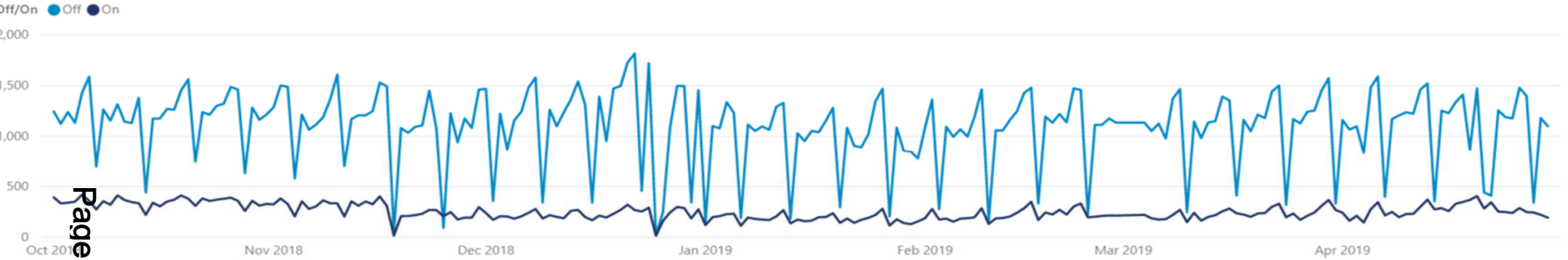


Shropshire Council

Ludlow

Implementation Date: 19 November 2018

Number of transactions by day



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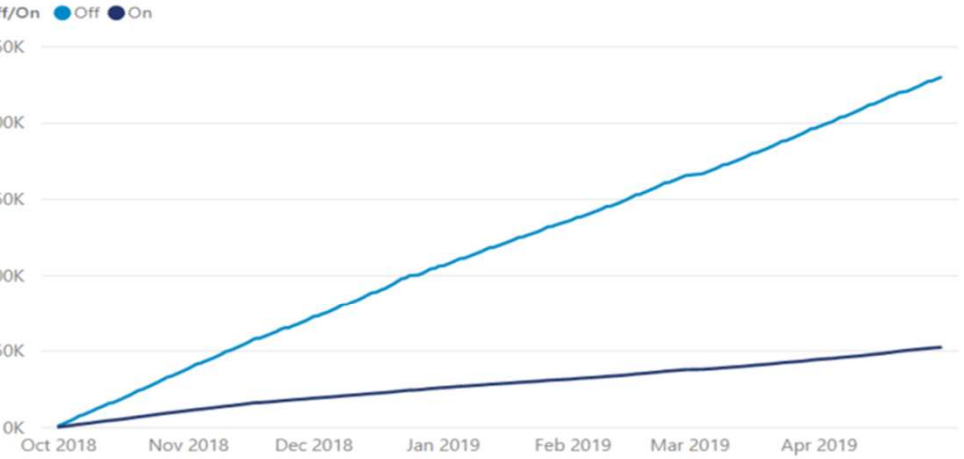

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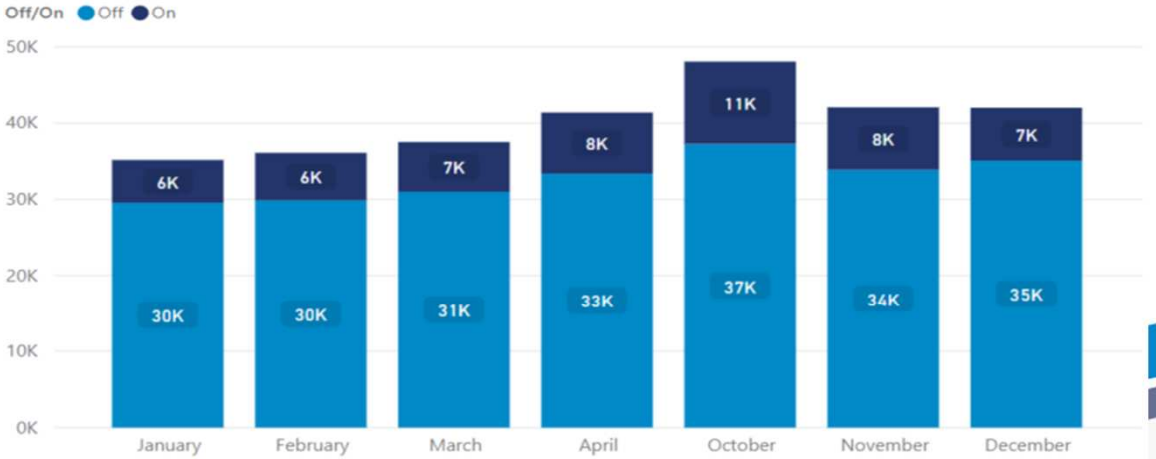


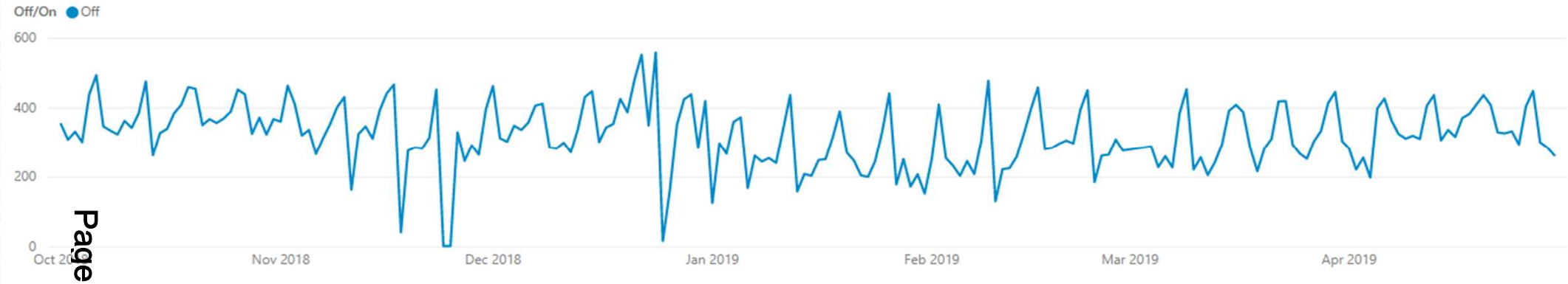
Shropshire Council

Ludlow

Castle St, Ludlow

Implementation Date: 19 November 2018

Number of transactions by day



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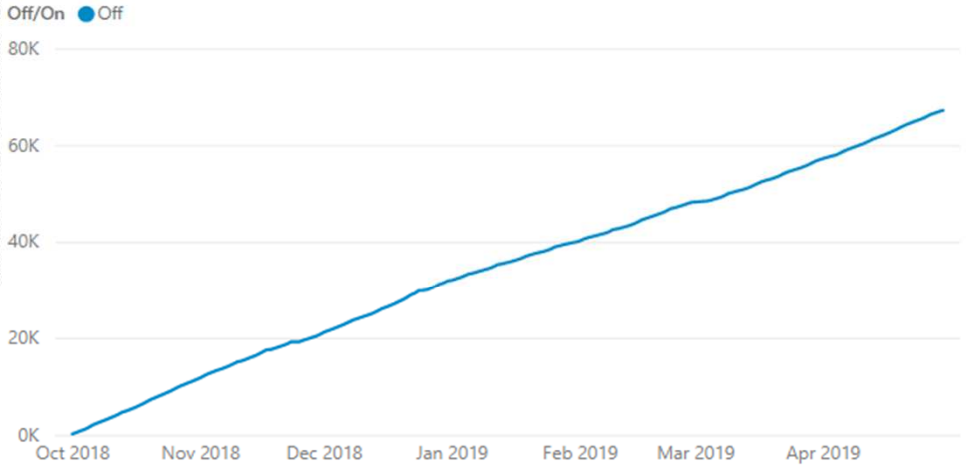

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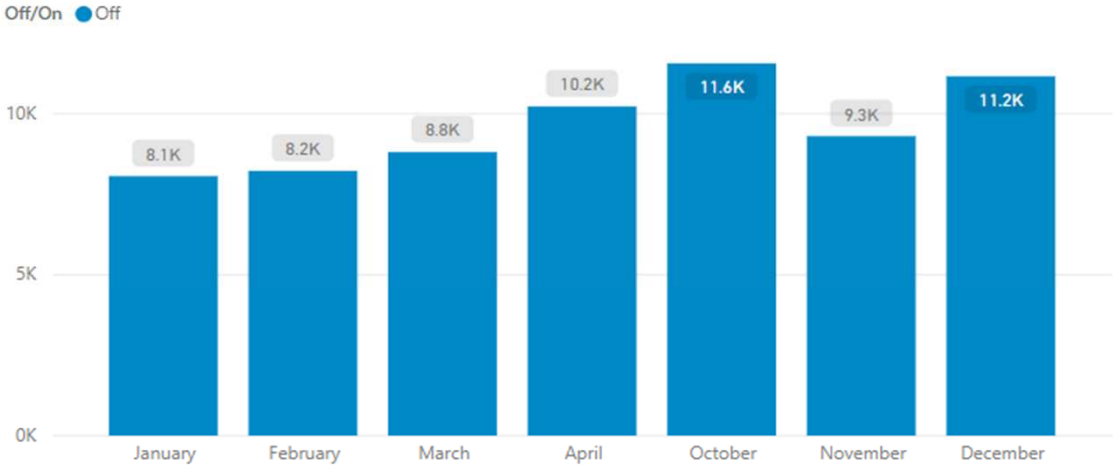


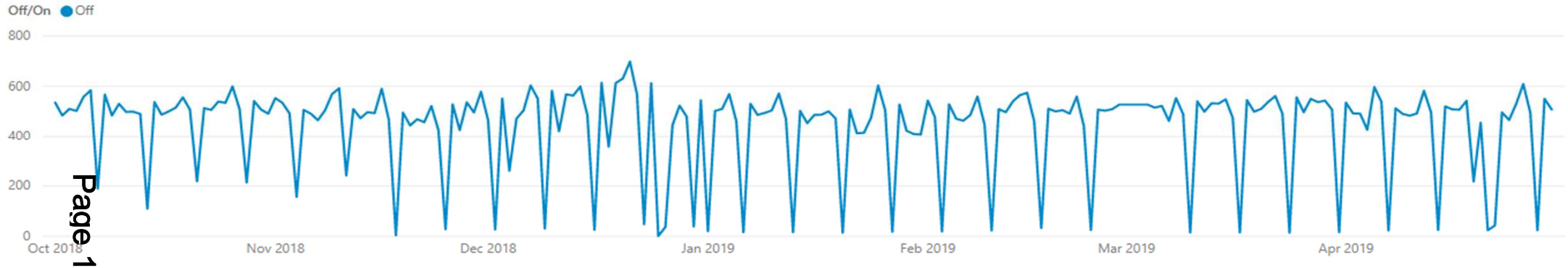
Shropshire Council

Ludlow

Galdeford A

Implementation Date: 19 November 2018

Number of transactions by day



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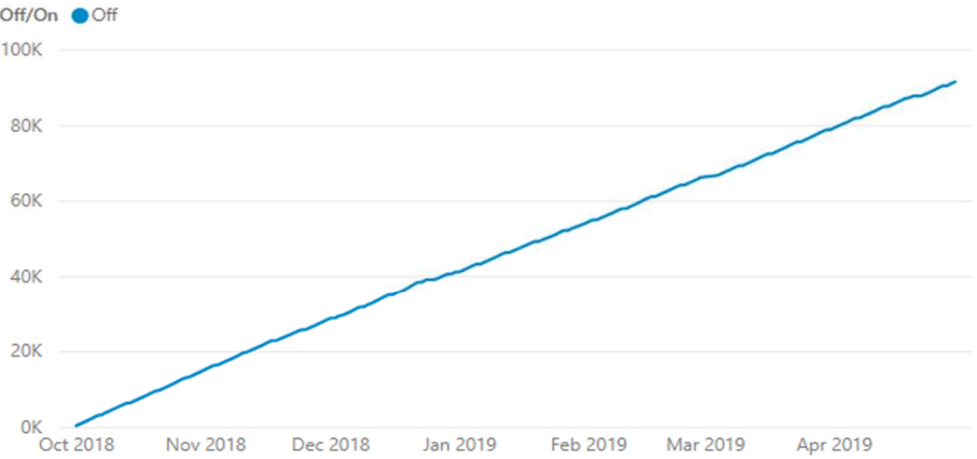

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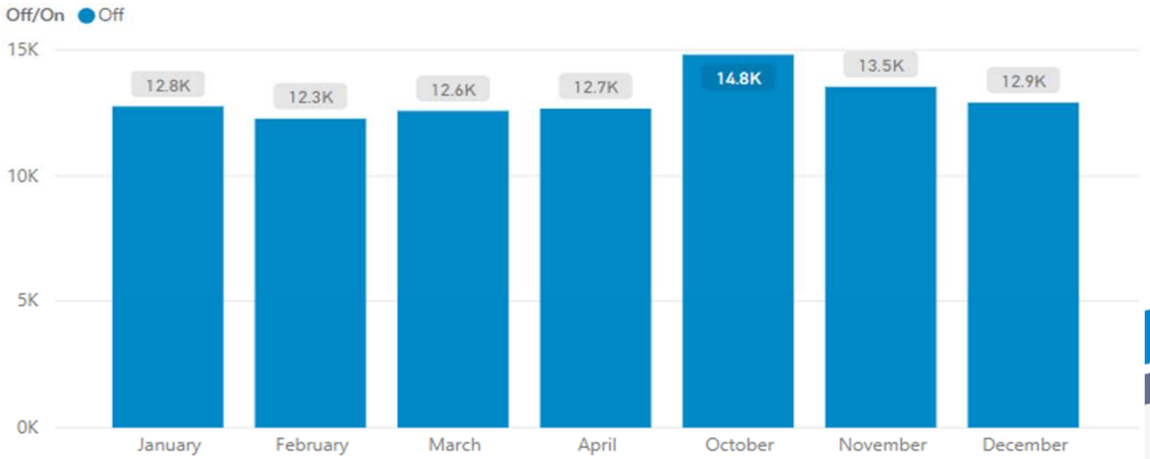


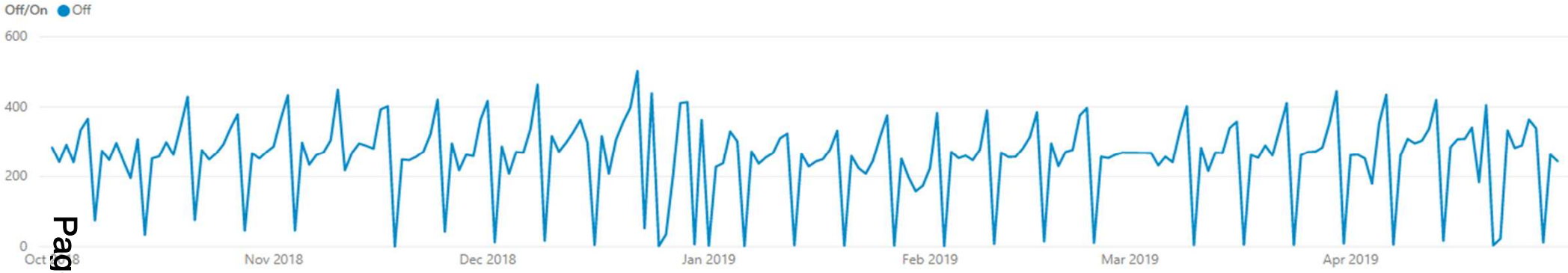
Shropshire Council

Ludlow

Galdeford B

Implementation Date: 19 November 2018

Number of transactions by day



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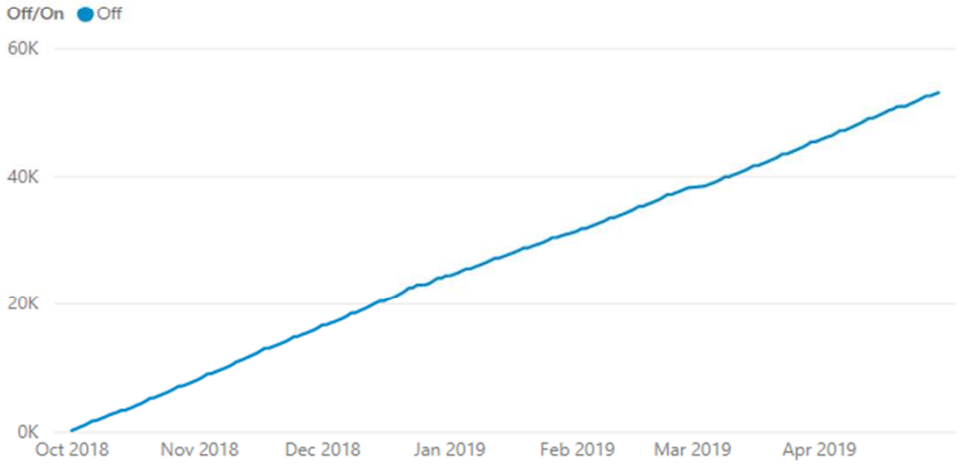

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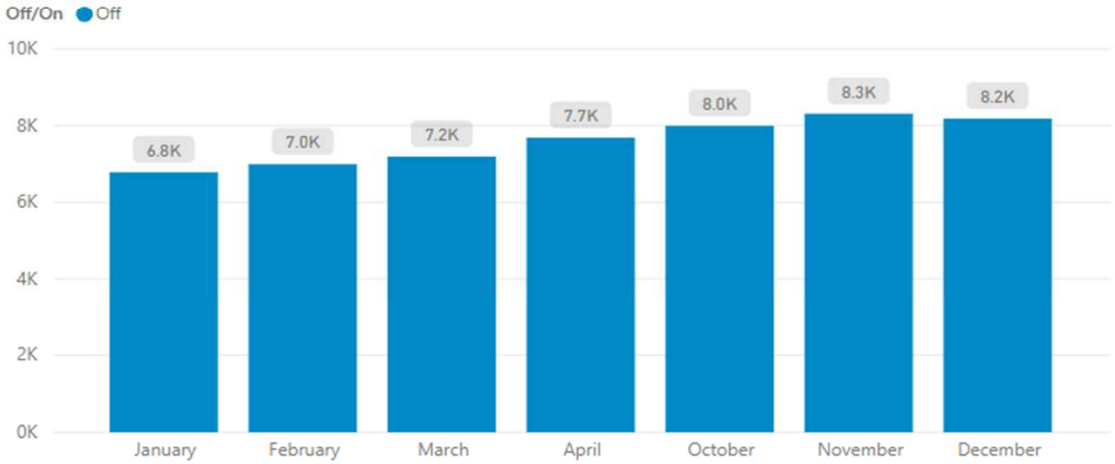


Duration of Stay

County wide

Shrewsbury

Ludlow

Abbey Foregate, St Julians Friar's, Frankwell, Shrewsbury

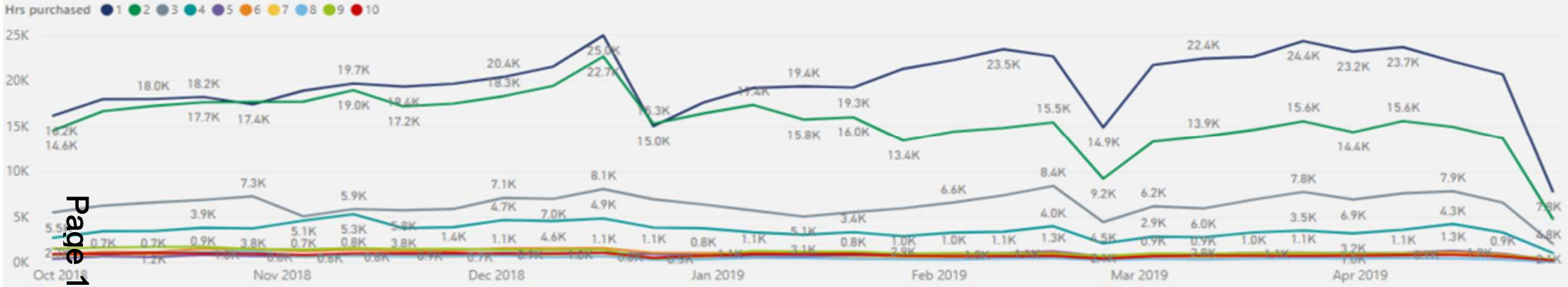
Galdeford a& b, Castle St, Smithfield, Ludlow

Shropshire Council

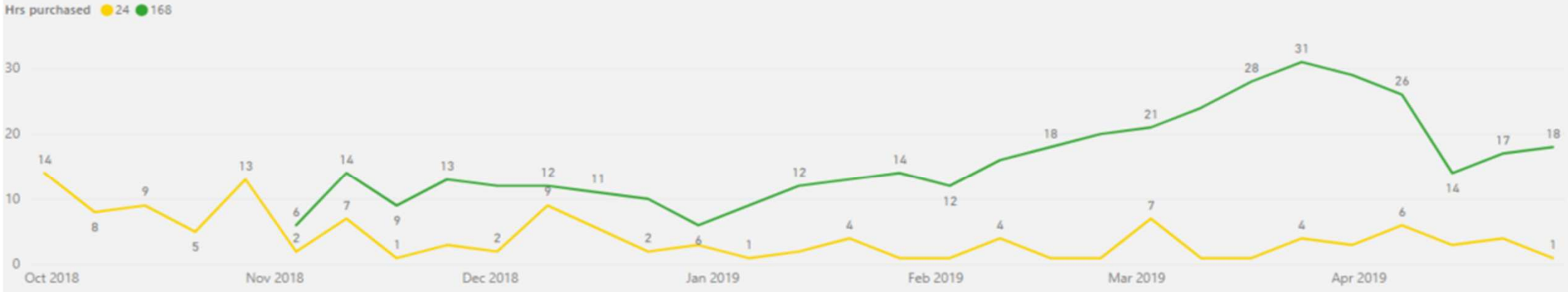
All

Implementation Date: (Blank)

Transactions by length of stay (rounded to nearest number of hrs)



Transactions by daily and weekly ticket sales

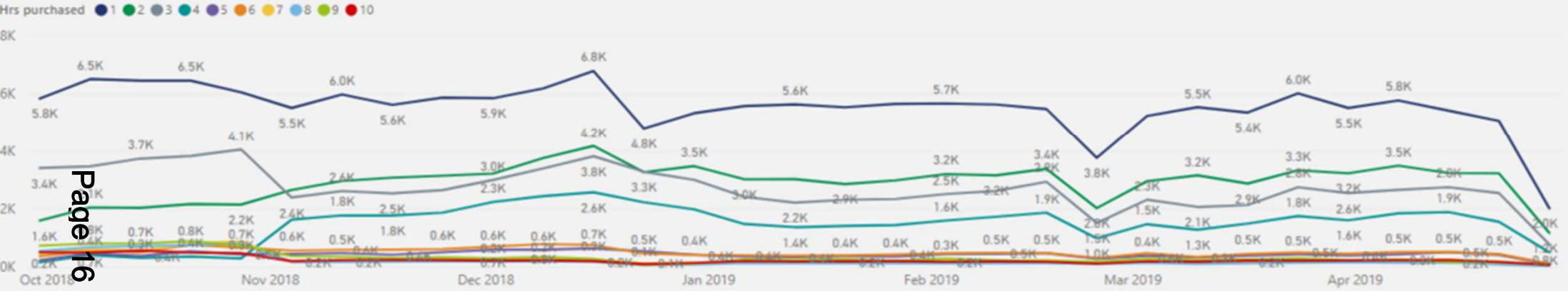


Shropshire Council

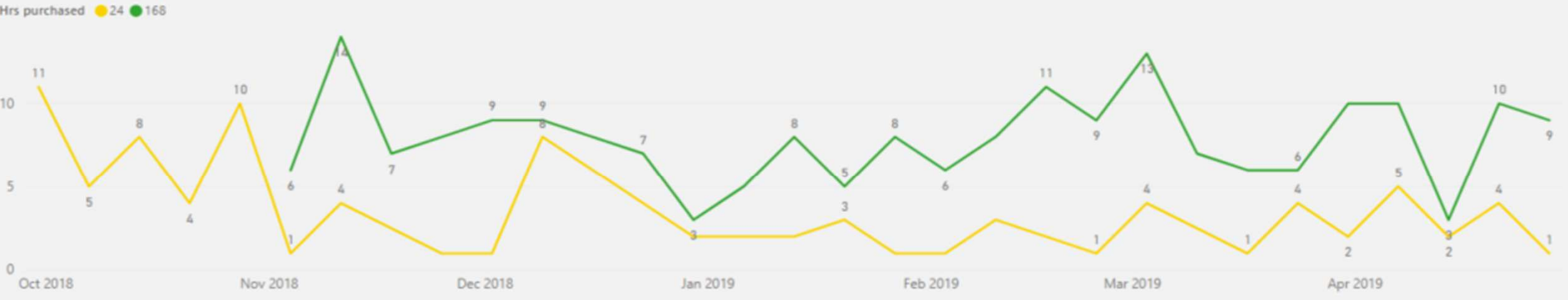
Shrewsbury

Implementation Date: 05 November 2018

Transactions by length of stay (rounded to nearest number of hrs)



Transactions by daily and weekly ticket sales



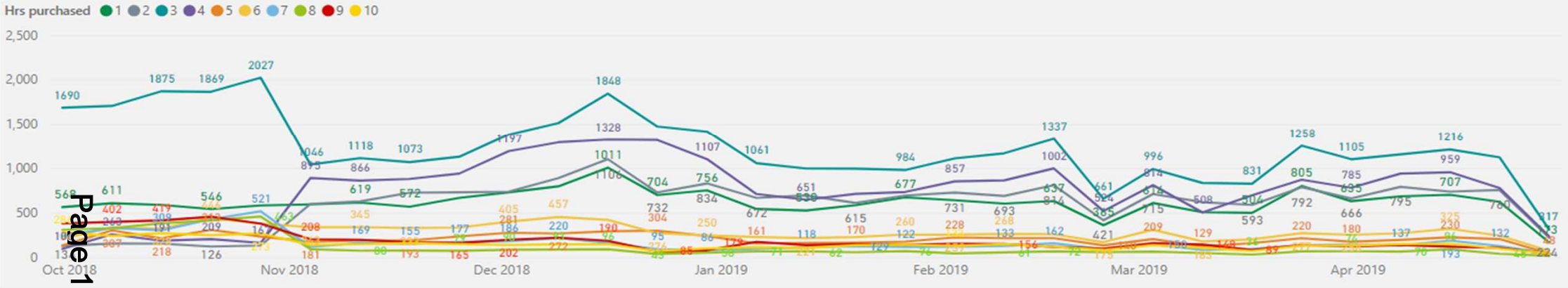
Shropshire Council

Shrewsbury

Frankwell Main

Implementation Date: 05 November 2018

Weekly transactions by length of stay (rounded to nearest number of hrs)



Weekly transactions by daily and weekly ticket sales

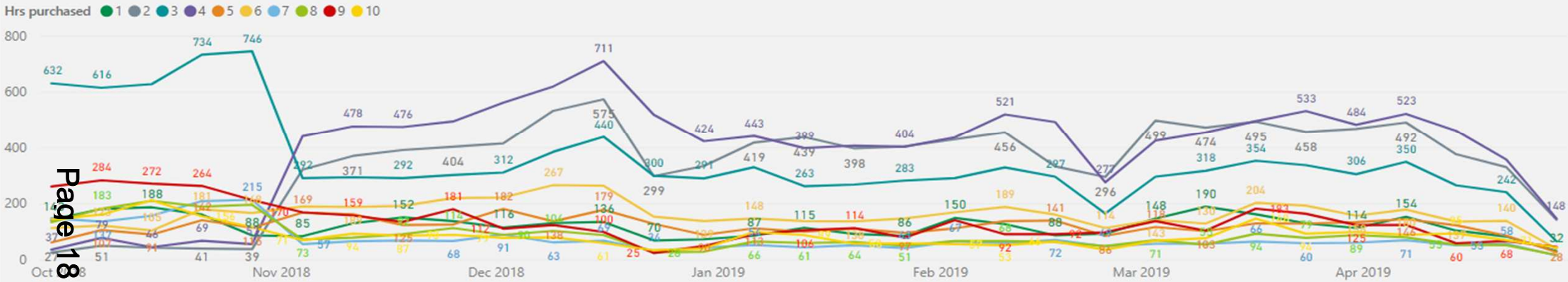
Shropshire Council

Shrewsbury

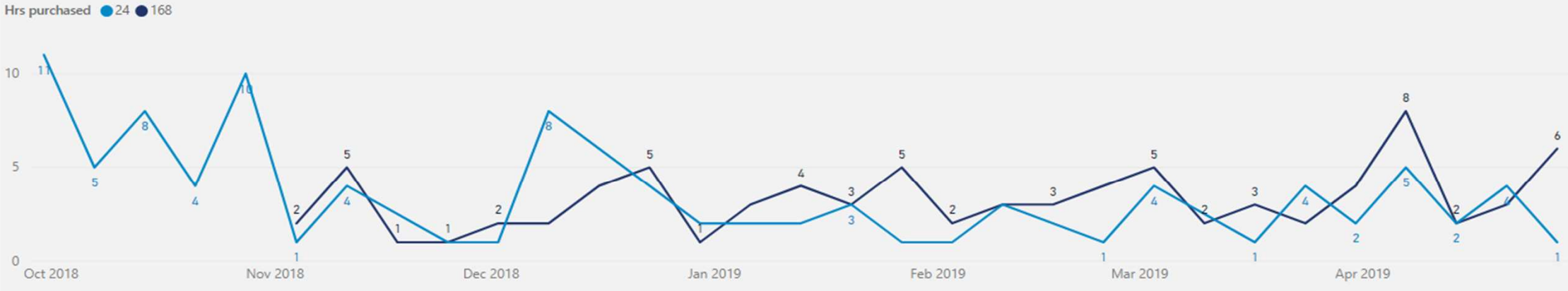
Abbey Foregate

Implementation Date: 05 November 2018

Weekly transactions by length of stay (rounded to nearest number of hrs)



Weekly transactions by daily and weekly ticket sales



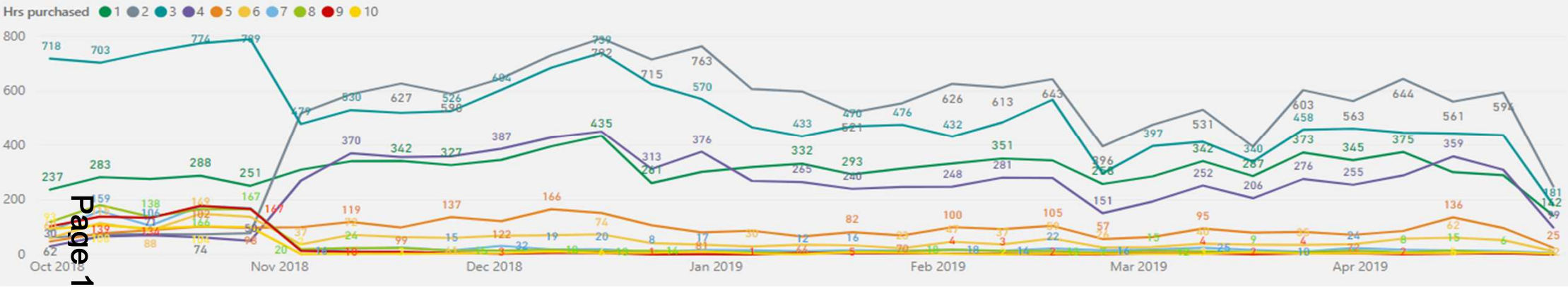
Shropshire Council

Shrewsbury

St Julian's Friars

Implementation Date: 05 November 2018

Weekly transactions by length of stay (rounded to nearest number of hrs)



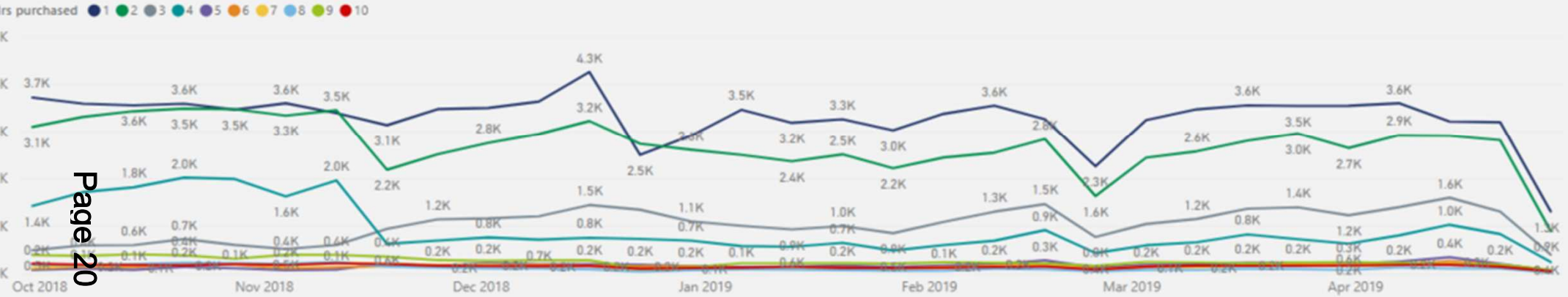
Weekly transactions by daily and weekly ticket sales

Shropshire Council

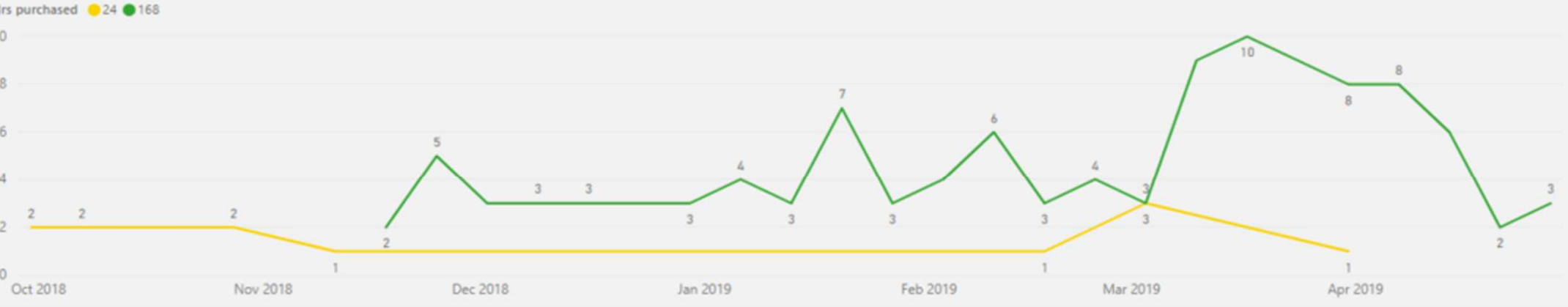
Ludlow

Implementation Date: 19 November 2018

Transactions by length of stay (rounded to nearest number of hrs)



Transactions by daily and weekly ticket sales



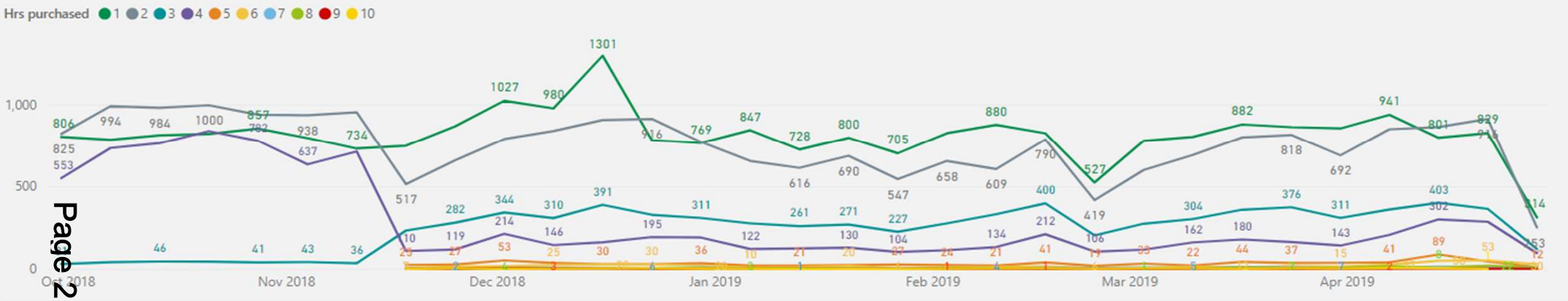
Shropshire Council

Ludlow

Castle St, Ludlow

Implementation Date: 19 November 2018

Weekly transactions by length of stay (rounded to nearest number of hrs)



Weekly transactions by daily and weekly ticket sales

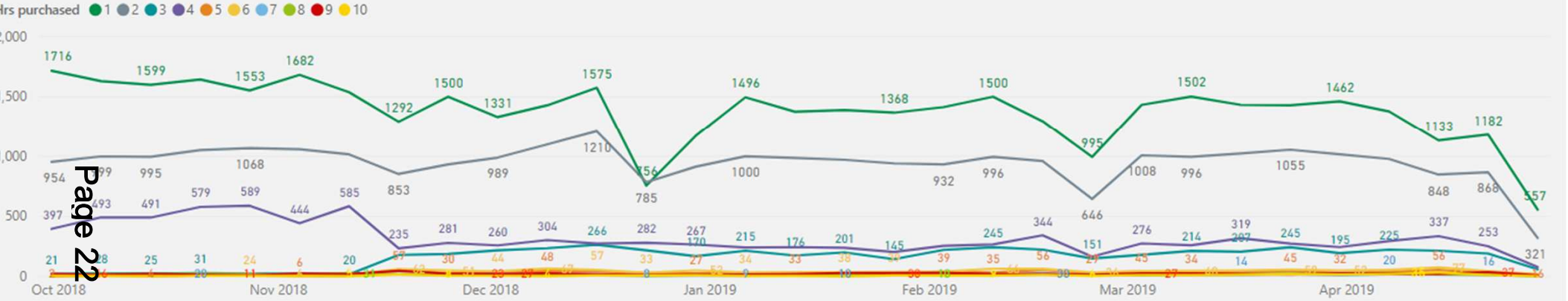
Shropshire Council

Ludlow

Galdeford A

Implementation Date: 19 November 2018

Weekly transactions by length of stay (rounded to nearest number of hrs)



Weekly transactions by daily and weekly ticket sales

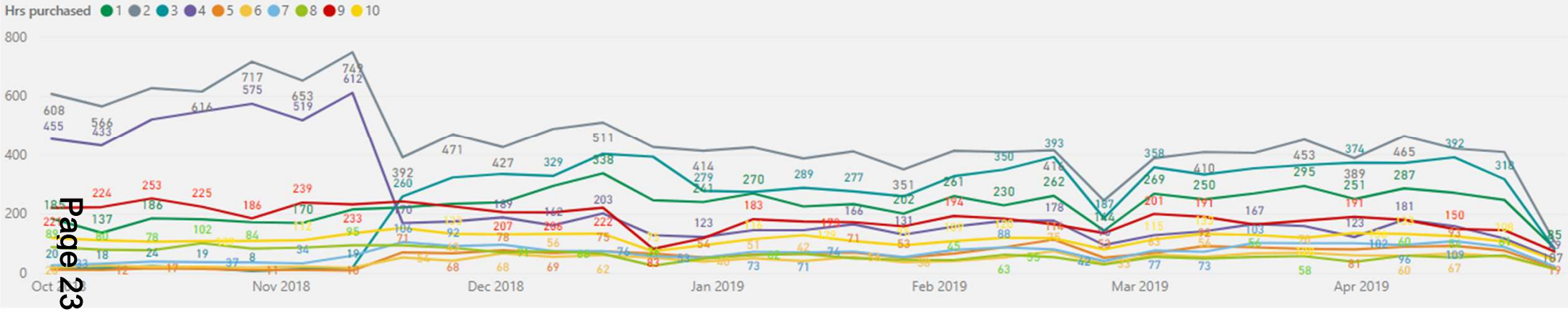
Shropshire Council

Ludlow

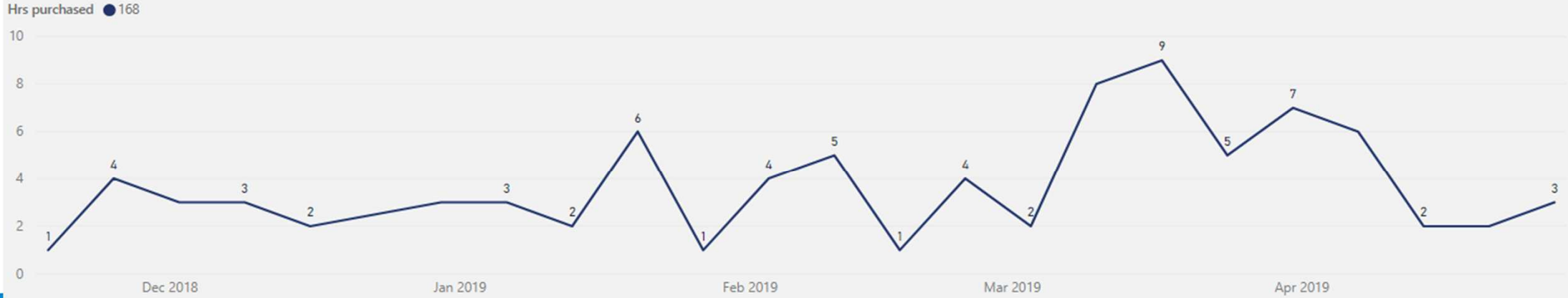
Galdeford B

Implementation Date: 19 November 2018

Weekly transactions by length of stay (rounded to nearest number of hrs)



Weekly transactions by daily and weekly ticket sales



Capacity – Off Street Car Parks Shrewsbury/ Ludlow

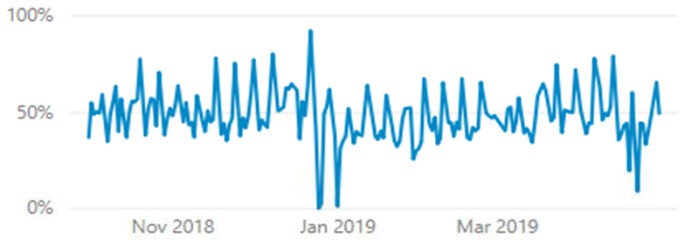
- Charts exclude Sunday transactions

Shropshire Council

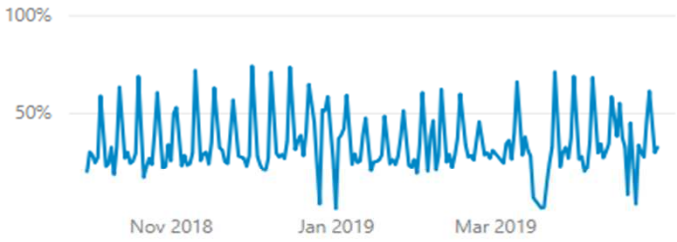
Shrewsbury

Implementation Date: 05 November 2018

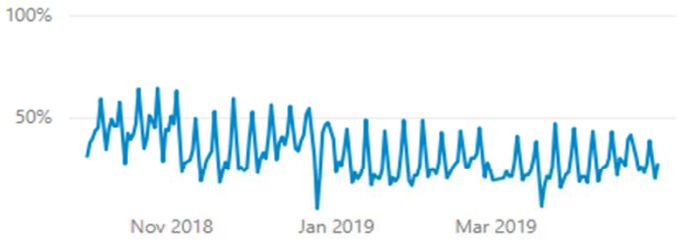
Abbey Foregate



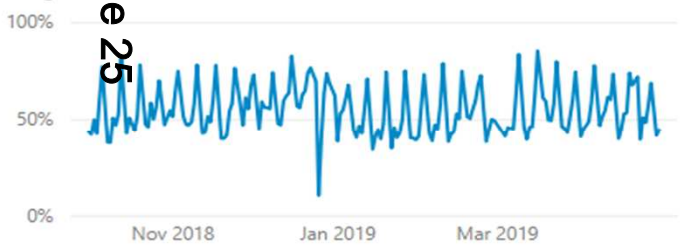
Frankwell Riverside



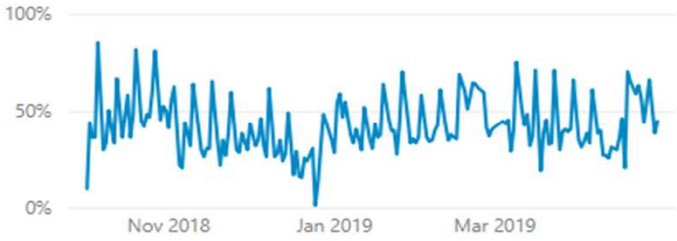
St Julian's Friar



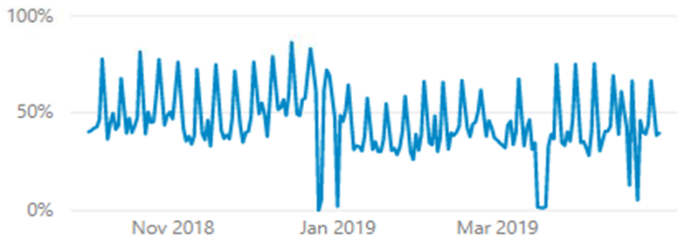
Bridge St



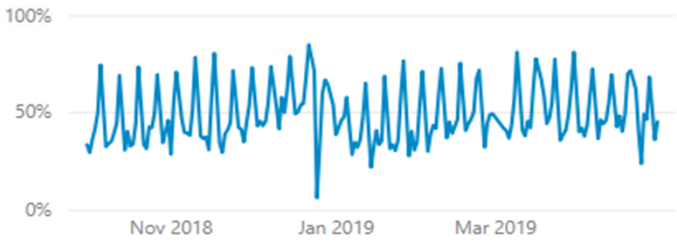
Quarry Pool & Fitness



Frankwell Main



St Austin Street



Note: Charts exclude Sundays as not comparable

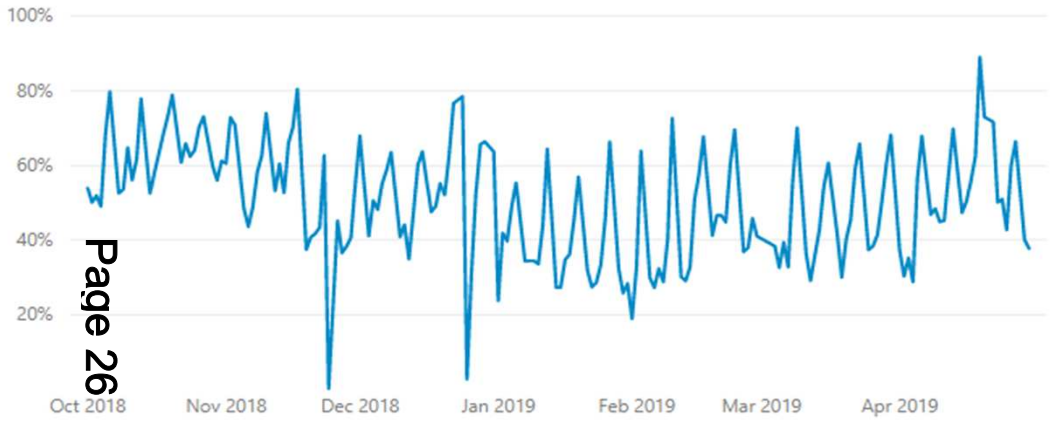
Shropshire Council

Ludlow

Implementation Date: 19 November 2018

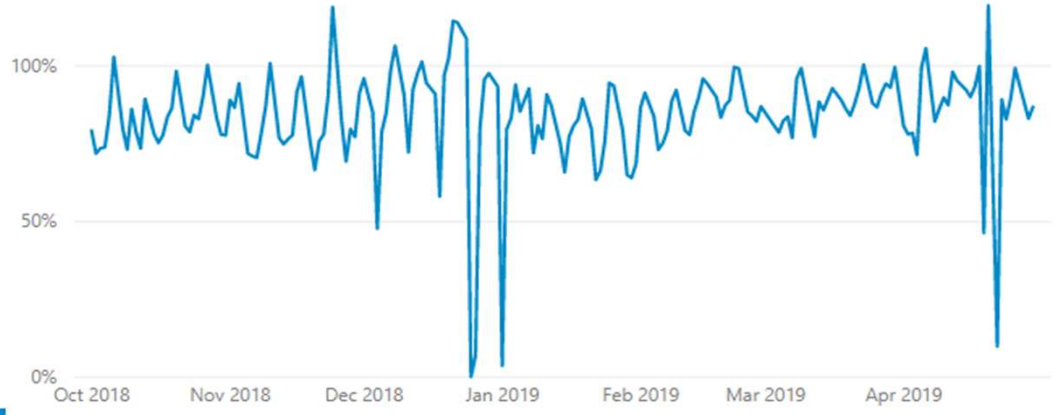
Note: Charts exclude Sundays as not comparable

Castle Street

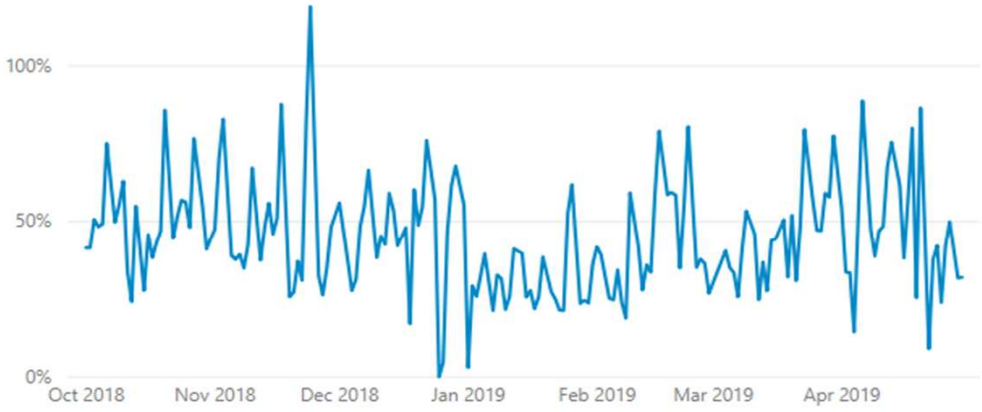


Galdeford B

Galdeford A



Smithfield



Power BI development and future reports

- Development work on going, the main challenge being merging the data from the various data sources into one data lake.
- Ability to develop bespoke reports on request subject to resource availability.

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