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SHOPSHIRE COUNCIL

PERFORMANCE MANAGEMENT SCRUTINY COMMITTEE

Minutes of the meeting held on 24 July 2019

2.45 - 4.35 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, Karen Calder, Roger Evans, Alan Mosley, Cecilia Motley and Peggy Mullock

14 Apologies for Absence and Substitutions

Apologies were received from Councillors Les Winwood, Dave Tremellen and Hannah Fraser. Councillor Heather Kid attended as substitute for Councillor Hannah Fraser.

15 Disclosable Pecuniary Interests

None were declared.

16 Minutes of the meeting held on 5th June 2019

RESOLVED:

That the minutes of the meeting held on 5th June 2019 be approved as a true record and signed by the Chairman.

17 Public Question Time

No public questions were received.

18 Member Question Time

No questions from Members were received.

19 Digital Transformation Programme Update (Pages 13 - 18)

The Director of Workforce and Transformation referred Members to the briefing note which had been circulated prior to the meeting [copy attached to the signed minutes].

In response to a Member's question the Director of Workforce and Transformation confirmed that there were outstanding defects in the implementation of the DTP, primarily with the Business World System. A large number of these issues were due to users being unfamiliar with the new systems and an underestimation of the levels

of staff IT literacy. The Director of Workforce and Transformation confirmed that training was being provided, and assistance and support offered to users.

The Director of Workforce and Transformation confirmed that the Business World system had been purchased as a pre-designed system which had been adapted to the Council's requirements. She continued that the way the system operated was completely different to the previous system, which was intentional. Staff had used the previous system for a considerable time and had found 'work arounds' to solve problems which were now being picked up by the new system and the 'work arounds' were no longer allowed.

Members raised issues of care staff not having adequate equipment to use the new systems, the Director of Workforce and Transformation advised that this issue was being addressed with the provision of additional machines.

The Director of Finance, Governance and Assurance reminded Members that the Business World system was now fully functional and there had been tens of thousands successful transactions and for the majority of staff the system was working well.

In response to a Member's query, the Director of Finance, Governance and Assurance agreed that delays in the full implementation of the new systems delayed the delivery of the predicted savings, but provision had been made in the project's budget for this. The Director of Workforce and Transformation agreed to provide details of the risk register for the DTP which had been considered by the Audit Committee.

The Director of Workforce and Transformation confirmed that provision was made for residents to continue to contact the Council in traditional ways, but pressure was being put on the Council by Government to move towards an internet-based contact system, and the infrastructure had been put in place to enable this through the DTP. The Chief Executive added that contact mechanisms were in place to enable easy public access to the Council and to enable the Council to be easy to do business with.

20 **Asset Management Strategy** (Pages 19 - 36)

The Head Business, Enterprise and Commercial Service gave a presentation to Members on the Asset Management Strategy [copy attached to signed minutes]. Members attention was drawn to Section 4 of the report which set out the objectives of the strategy and how they were managed. Members noted the importance of decisions relating to land and property being in accordance with the aspirations for the county and to support carbon reduction. He added that all partners were aware of the need to work closely to effectively manage the County's assets.

Members noted that the Council's estate had a net book value of £640m and generated £6m yearly income. The Head of Business, Enterprise and Commercial Services continued that the management of the Council's assets was under constant review, with estate strategies and business policies co-ordinated to develop blue prints for future development.

Referring to section 6.3 of the report, Members raised concerns that assets not generating income should only be retained where the value was expected to increase significantly. Members discussed the importance of community assets essential for local communities but with little monetary value. The Head of Business, Enterprise and Commercial Services reassured Members that the total value of assets, including non-monetary community value, was taken into account before any decision for disposal was made. Members requested that this was clarified in the report.

The Director of Place advised that there were four reasons for retaining assets:

- Need to provide a service or community benefit;
- Income generation in an operational block;
- For investment income not directed at holdings for the community; and
- To support the development strategy for an area.

In response to a Member's question, the Head of Business, Enterprise and Commercial Services explained that the in-house Estates Team made decisions regarding the disposal of assets, but these decisions were underpinned by advice from external experts. The Council's investment rating had now gone from inadequate to good due to the external experts providing better data and additional skills not available in-house.

Members asked for further information about the role of Members in the Asset Management Strategy. The Head of Business, Enterprise and Commercial services assured that Members were involved at all levels of asset management. The Chief Executive added that Members were key to the development of Place Plans and all transfers of assets needed to be set out in Place Plans. He continued that Member involvement was now of particular importance since the Community Enablement Team had been disbanded.

RESOLVED:

That subject to paragraph 6.3 being amended to include the community value of assets as discussed and an additional point on member involvement and the importance of place plans be added, the draft framework for the Council's new Asset Management Strategy and the objectives set out in section 4 of the report be endorsed.

21 Community Infrastructure Levy Task and Finish Group Report

The Chairman of the Community Infrastructure Levy [CIL] Task and Finish Working Group, Councillor Claire Wild, presented the report.

A Member raised concerns that Town and Parish Councils had not been represented in the report due to a number of meetings with them being cancelled. He received assurance that the details contained within the SAMDev and Place Plans documents would provide details of community requirements.

The Portfolio Holder for Communities, Place, Planning and Regulatory Services confirmed that he had met with representatives from the Shropshire Association of Local Councils [SALC] and they were keen to speed up the decision-making process for the allocation of CIL funding. He advised that good progress had been made with all twenty Place Plans, which would support the use of CIL funds for small projects. He continued that many of the frustrations were not caused by the decision-making process but the Council's ability to deliver the projects.

Members commented that any changes to the decisions making process for CIL funding allocation should be publicized to Town and Parish Councils. The Leader suggested that the creation of a flow chart explaining the process would be useful.

Members discussed concerns regarding decisions being delegated to officers on the distribution of CIL funds where there was disagreement.

Members noted that a dedicated CIL Officer had been recruited to work three days a week.

RESOLVED:

That the recommendations of the Community Infrastructure Levy [CIL] Task and Finish Group be endorsed.

22 Dog Welfare Task and Finish Group

The Chairman proposed that a Dog Welfare Task and Finish be established, the Group's Terms of Reference had been circulated with the agenda. She observed that Shropshire had low levels of prosecution for dog fouling compared to other areas and there were safety concerns regarding stray dogs. In response to a Member's comment regarding the existing legislation for dog control, she replied that it was proposed that the Group look at the enforcement of the regulations and public education.

RESOLVED:

That the Dog Welfare Task and Finish Group be established.

23 Overview and Scrutiny Work Programme 2019/20

Members were reminded that the Agenda Planning Workshop would now be held following the meeting on 4th September 2019.

RESOLVED:

That the Committee Work Programme be noted.

24 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 4th September 2019.

Signed (Chairman)

Date:

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Committee and date
Performance Management
Scrutiny Committee

DATE: 24.07.2019

Item No

Digital Transformation Board Update

Contact: Michele Leith
Email: michele.leith@shropshire.gov.uk

1.0 Summary

- 1.1 This report gives an update on each project within the programme. From an overview perspective and whilst we acknowledge that there are issues remaining, progress towards the solution is being made.
- 1.2 Some of the biggest challenges have been around Business World, this is in part because of the scale of the project and the difference between previous legacy systems and the new way of working. The outputs from the impact assessments which we are undertaking will help inform how we change processes and ways of working to improve effectiveness.

2.0 Background

- 2.1 The Digital Transformation Programme consists of 4 core projects
- Social Care
 - Business Transformation
 - Customer Experience
 - Infrastructure and Architecture

Each project reports monthly to Programme Board which has oversight of the whole programme.

- 2.2 The Programme which was approved by Council in July 2016, has a stated desire to deliver services at the highest quality and lowest cost compared to other authorities, in everything that it does. This included transforming IT systems, reshaping services and 'back-office' functions, reducing costs, improving business continuity, removing duplication, improving efficiency and enabling more effective service delivery across a rural geography.

3.0 Social Care Project

3.1 Adults and Children's Services:

A comprehensive change management process is now in place to ensure that any updates systems and processes are fully considered and controlled across both service areas. Now that the main case management system has been implemented and has completed a period of bedding in time, work is underway to specify and configure additional features that will deliver further efficiency.

The Joint adoption service which runs across Shropshire and Telford and Wrekin Councils is now fully operational on the new Liquidlogic system, with both Councils, using the same systems and configurations.

3.2 Social Care Finance:

The social care finance systems are now integrated with the corporate finance system (Unit 4 Business World) and work is ongoing to implement additional integration which will synchronise and updates to clients or suppliers across both systems.

3.3 Early Help:

Plans are in place for the Liquidlogic Early Help system to replace ECINS which is the existing system and fully integrate with the children's social care system providing further service efficiencies.

3.4 Next phase:

The Social Care project continues to build on the delivery of the case management systems and will deliver a simple shared health and social care record and additional, enhanced self-service capabilities for Shropshire citizens and further enhancements which will streamline and support the social care provider market. These further developments will capitalise on the achievements so far and provide further efficiencies.

4.0 Customer Experience Project

4.1 CRM

The Dynamics CRM system is live with the following processes;

- Complaints
- Compliments
- Comments
- Highways Maintenance
- Signposting
- Inspire to Learn (HR and ICT)

We are releasing new processes and functionality every 4 months, the next release, release 4, is due late October and will include Street Scene processes in CRM

4.2 My Shropshire

My Shropshire is live with the following processes;

- Complaints
- Compliments
- Comments
- Highways Maintenance

As with CRM we are releasing new processes and functionality every 4 months, the next release, release 4, is due late October and will include;

- Street Scene processes in My Shropshire
- Waste Processes (Veolia Portal integrated with My Shropshire)

4.3 Members Portal

Analysis and requirements gathering for the members portal is taking place, the build and go live is scheduled for release 5 with a go live date of February 2020

All other processes on the existing platform 'Darwin' are being reviewed and scheduled into future releases, the high-volume processes are being redeveloped in the new CRM as a priority

5.0 Infrastructure and Architecture Project

5.1 The Infrastructure & Architecture project is currently at a green status. There are a number of work streams within I&A some of which have been completed such as the Equitrac roll out, single sign on for Business World, Integration Hub supporting ERP and CRM.

- 5.2 Data and Intelligence is moving forwards working with various service areas delivering Power BI reports. A very positive response has been received from various teams such Regulatory Services, Car Parking and Highways.
- 5.3 Work continues with Master Data Management with a project commenced with the Strengthening Families initiative.
- 5.4 Laptops were procured to support the mobile/agile working practices with the replacement of desktops being targeted. A new room booking system has also been procured to support room booking and hot desking across the Shropshire Council estate and this is due to be implemented later this year.
- 5.5 The migration from the shared drives to SharePoint has commenced in some teams. The use of Microsoft Teams throughout the Council has increased throughout the year, which will again increase efficiency in document management and communications.

6.0 **ERP - Business World**

- 6.1 The system has been live for 4 payroll cycles, we still have some defects to work through but the business processes are being managed.
- 6.2 There is additional work to do on understanding the constraints on the organisation around IT equipment and skills, as well as the bedding in of such a large change to the organisation. The project is working with teams across the county on additional support and training where required.
- 6.3 System admin team is now in place supporting the business and working with the project to transition into BAU.
- 6.4 Next phase:
Next stage of the project is split into 2:

Phase 1a is mop up work of phase 1 which is going well, this is additional changes based on improvements as well as other activities not needed until post go live so deprioritised from phase 1.

Phase 1b is the implementation of 2 additional clients, academies and the payroll bureau this work will start shortly and complete next year.

6.5 A full impact assessment relating to use of the new system(s) on staff and business processes is being undertaken. The output from this assessment will be used to inform process or system change.

7.0 Conclusion

7.1 The Committee are asked to note the progress of the Transformation Programme to date.

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Shropshire Council

“Innovate to Thrive”

Corporate Plan Vision 2019/20

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Asset Management Strategy

2019/20 - 2024/25

Asset Management Strategy - The Context

- ▶ The framework of an effective asset management strategy sets the structure for managing our property portfolio effectively over the next 5 years.
- ▶ It will guide our future strategic property decisions to make sure we manage our property portfolio sustainably and efficiently so that it can adapt to remain fit for the future and support frontline delivery
- ▶ It will help support asset led transformation and innovation to generate income through property investment and deliver savings for the authority

Organisational plan & policy drivers

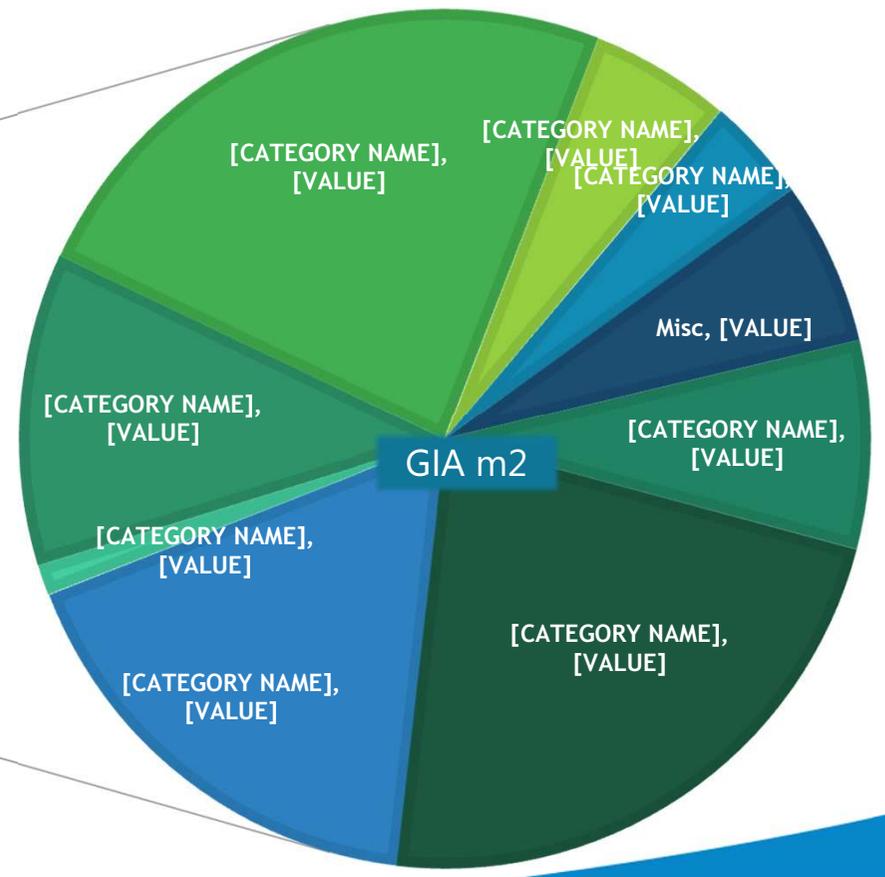
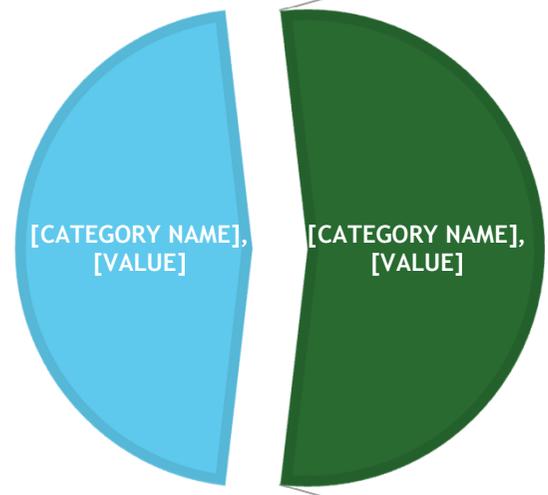
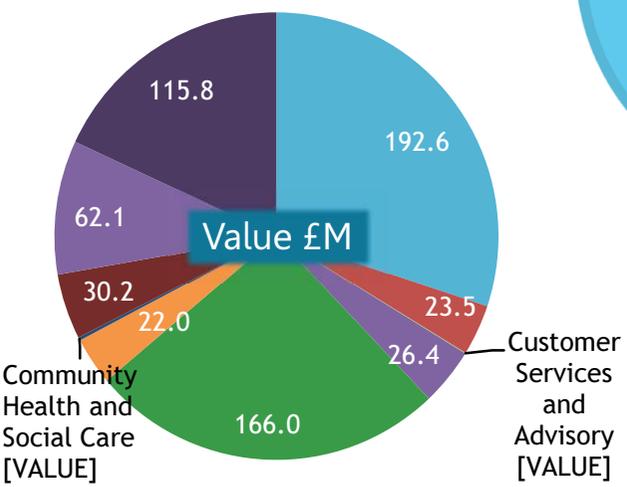
- ▶ Shropshire Council Corporate Plan 2020/21
- ▶ Finance Strategy
- ▶ Capital & Investment Strategy
- ▶ Housing Strategy/Housing Dev Co.
- ▶ Economic Growth Strategy
- ▶ Local Development Plan & Place Plans
- ▶ Commercial Strategy
- ▶ Climate Change/Carbon Emission Reduction Strategy
- ▶ Strategic Partnerships/OPE/Central Government Estates' Strategies
- ▶ Heritage Strategy?
- ▶ Corporate Workforce Strategy



Key Statistics

A in house team manages a portfolio of assets worth approximately £640M, with a total GIA of 447,000 m2. We generate £5.86M p.a.

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Objectives of the Strategy

Treats all assets strategically and corporately	Demonstrates value for money and fitness for purpose	Enables dynamic and effective service delivery	Generates and diversifies revenue streams	Reduces our carbon footprint and promotes sustainable asset management	Generates receipts to support our capital programme
Drives transformation to work more flexibly and efficiently, aligning with new delivery models	Reducing revenue impacts	Maximising opportunities of working with the wider estate	Empowering communities to thrive	Taking advantage of our unique place in the market, to stimulate economic growth through planned intervention.	
In a way that respects and celebrates the special character of Shropshire and our wider environment					

Strategic asset review

Defining the Council role:

Property and Asset Manager, investor, developer, broker, enabler



Operational - place shaping, workforce transformation, service delivery/rationalisation, performance improvement

Investment - capital return and/or revenue generating

Development & regeneration - housing stock, business growth interventions

Heritage and community value assets - release & stewardship; protected & supported

Disposal - Fuel for Capital Programme

One Public Estate - Innovation through collaboration



Shropshire
Partnership
Delivered through One Public Estate

Unlocking 100 Ha+
Public Sector Land

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Shropshire Council
Oswestry Town Council
Robert Jones & Agnes Hunt
Hospital NHS FT
Environment Agency
Severn Trent Water
Queen's College
North Shropshire College





Shropshire, Telford & Wrekin
Sustainability &
Transformation Programme



Whitchurch Community Health Hub



Our next exciting story starts here. Experience the project: www.the-tannery.co.uk



The Tannery



The Tannery - Partnership Town Centre Development

Acting as Developer and Landlord

- Identifying the commercial and economic growth opportunities provided by the site
- Working with partners to identify and meet demand
- Building and monitoring the business case
- Liaising with partners to deliver
- Procurement, programming, project management, design quality

- University of Chester
- NHS
- CCG
- Contractors
- Architects
- District Valuer
- Planners
- Local agents
- Pharmacies/retailers
- FM
- Fire Service

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Looked After Children

- ▶ Supporting the delivery of a core service area
- ▶ New model of delivery form commissioned to in house
- ▶ Applying professional skills to source appropriate assets in response to identified need, brief and approved business case
- ▶ Leading on the acquisition and supporting the development
- ▶ Reducing costs and improving efficiency



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Weir Hill Shrewsbury

Access to development site.

- £3.9 million capital receipt
- Negotiated terms for the sale of Council owned land to facilitate access from proposed housing development site to London Road.
- Price calculated on percentage of the market value of the development land to be accessed via Council land.
- Agreed price mechanism to address planning thresholds for number of units which could be served off Preston Street.
- Challenged developers deductible costs to reach agreement on value.
- Negotiated supplemental overage agreement.



Community Asset Transfer: Much Wenlock Youth Centre



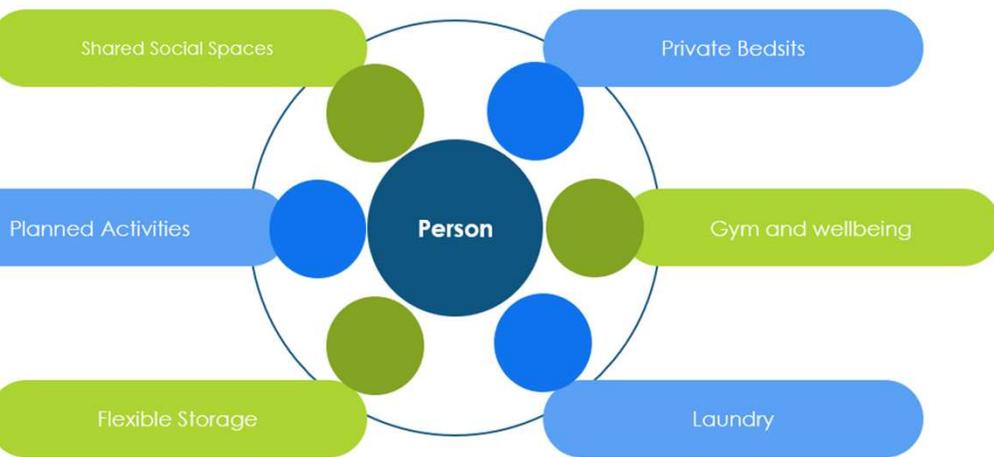
- ▶ As part of the Council's core objective to strengthen our local towns and villages, Assets and Estates enables the transfer of suitable land and buildings to community groups and organisations. The Community Asset Transfer (CAT) policy provides a framework and guidance to assess which transfers are viable and implement their transfer.
- ▶ Much Wenlock Youth Centre was empty and unused after decommissioning of youth services. 1st Much Wenlock Scout Group applied for a CAT, which would enable them not only to occupy the building, but to also secure funding to refurbish and upgrade the facility, thus improving capacity and quality of scouting provision in the area.
- ▶ Teams within A&E worked together at pace to progress the 99-year transfer, issuing a tenancy at will to enable organisation to occupy building and commence improvements as the CAT progressed.
- ▶ The transfer is now complete and the Council is relieved of future maintenance obligations, yet retain the freehold of the asset. Scouting provision has increased, and the building is being improved through funding not accessible to Shropshire Council.

Scouts



Innovate to thrive

- ▶ Potential in the energy market
- ▶ New housing and service delivery models
- ▶ Supporting assistive technology
- ▶ Joint commissioning



Flexible accommodation to reduce voids.
All inclusive rents.
Meeting service needs/core business.
Retaining young professionals.
Extra care options.
Independent living for longer.
Investment from Health Partners.

Frees up houses for families.
Reduced care bills - community support.
Bringing something new to the market.
Ahead of the curve.
Whole life planning, with provision which can follow and flex from youth to old.

How are we going to do this?

- ▶ Appropriate resources
- ▶ Adopting the right technology
- ▶ Effective engagement from services
- ▶ Accurate data & property performance reports
- ▶ Collaborative approach
- ▶ Make the private sector work for us
- ▶ Changing our work practices
- ▶ Continuous staff development
- ▶ Cross sector working OPE

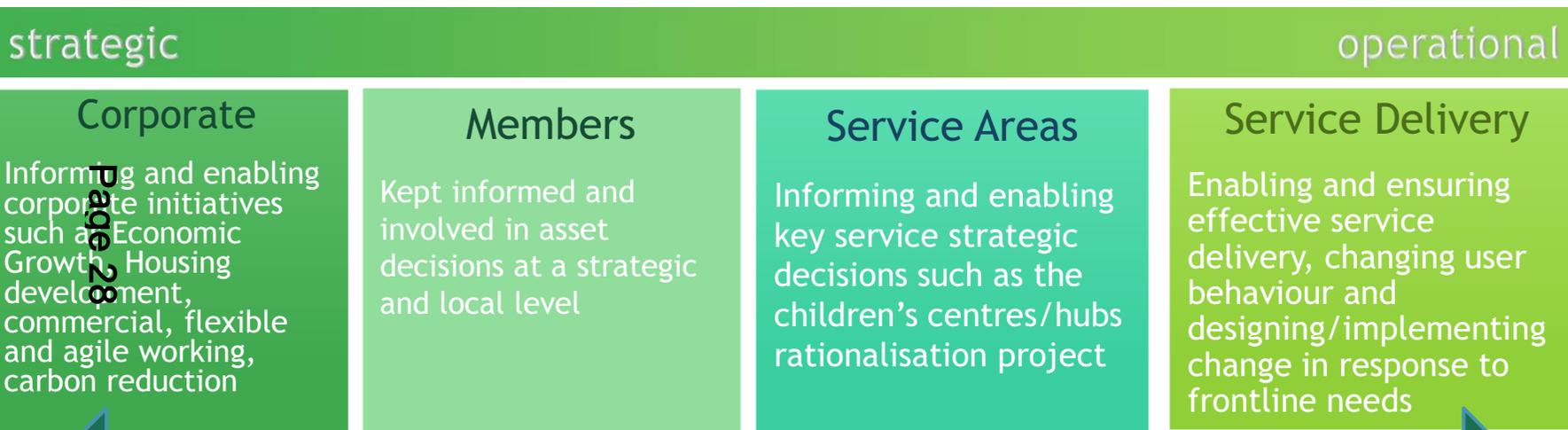


Empowering communities to thrive:

- ▶ Accessibility and transparency of data/property information
- ▶ Assets available for community use
- ▶ Community hubs
- ▶ Access to services
- ▶ Empowering town and parish councils
- ▶ Local priorities
- ▶ Gypsy and travellers
- ▶ Empty buildings, loss of local amenities
- ▶ Sustainability
- ▶ disposals



Who will benefit from the strategy?



Shropshire and our wider community benefit through:
improved efficiency, greater sustainability, economic growth

Stepping Stones...

Activity

Asset Management Framework to informal Cabinet /Directors

Asset Management Framework to Performance Management
Scrutiny Committee Review

Development of Asset Management Strategy

Strategy to be endorsed by Performance Management Scrutiny
Committee

Strategy to be approved by Cabinet & Council

Days
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