

POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

12 APRIL 2016

Present: County Councillor Howells(Chairperson)
County Councillors Hunt, McKerlich, Murphy, Thomas and Sanders

83 : APOLOGIES FOR ABSENCE

No apologies had been received for today's meeting. There remained 3 vacancies on the Committee as there were no nominations to March Council to fill current vacancies.

84 : DECLARATIONS OF INTEREST

The Chairperson advised Members that they had a responsibility under Article 16 of the Members 'Code of Conduct to declare any interests and complete Personal Interest Forms.

COUNCILLOR	ITEM	REASON
Councillor Sanders	Item 4	Chair of Cardiff Foodbank

85 : MINUTES

The minutes of the 17 February 2016 and 8 March 2016 were approved as a correct record.

86 : DIRECTORATE DELIVERY PLANS 2016-18

The Chairperson advised there were four parts to this item, in order to cover all of the Committee's remit.

RESOURCES DIRECTORATE DELIVERY PLAN:

The Chairperson welcomed:

- Councillor Graham Hinchey, Cabinet Member Corporate Services & Performance
- Christine Salter, Corporate Director Resources
- Philip Lenz, Chief Human Resources Manager

The Chairperson advised Members that all of the services delivered by the Resources Directorate fell within the Committee's remit, spanning key corporate services that included Finance, Commissioning and Procurement, Human Resources, ICT, Performance & Partnerships.

The Chairperson invited Councillor Hinchey to make a statement.

Councillor Hinchey explained that the budget setting process would start earlier this year in order to allow more openness and transparency in the process. Engagement in the budget planning process was essential to include both staff and public in the procedure. Development and interest in the Cardiff Managers Programme was on-going with it being opened up to Grades 5-7. The Agile, Mobile & Scheduling agenda was progressing with staff being fully committed in its roll out.

The Chairperson invited Christine Salter to give a presentation.

The presentation outlined the following:

- Line of Sight
- Directorate Responsibilities
- Key Corporate Indicators
- Achievements
- Financial Targets
- Key Context & Challenges
- Business Priorities
- Planning for the Future
- Performance Measures

The Chairperson invited the Members to asked questions.

The Committee drew attention to Performance & Partnerships in the Delivery Plan and asked for clarity on the narrative stating “ Performance & Partnerships will continue to develop the capacity and resilience of the teams in this area, exploring and exploiting synergies between different areas of activity”

Officers explained that currently Performance & Partnerships included Policy Resources, Cabinet Office and Performance Team. These were small teams and the intention was to create virtual teams based on their skills and expertise. The teams would also benefit from wider opportunities. .

Workforce Planning mechanisms were already being developed to support succession throughout the organisation. ICT apprentices were being recruited, and the Council is working with Cardiff University to attract graduates.

The Committee was advised that developing alternative ways of working was on-going in order to meet the savings for 2016/17. New innovative methods were being created to develop centres of excellence to encourage smarter working practices. A cabinet report to establish a Local Authority Trading Company (LATC) for Commissioning and Procurement Services was scheduled for June. The Commissioning & Procurement team were already working for a number of other local authorities and so there was confidence that the LATC would be successful. Changes to parking enforcement practices would result in increased revenue for the Council as statutory fees for parking enforcement matters would be coming in-house.

Members of the Committee drew attention to the current position of the Temporary/Casual part of the workforce. Officers explained that engagement of this ‘peripheral workforce’ was just as vital as the ‘ core workforce’, in relation to developing the future of the organisation and its skills set. A balance was required to deliver the Council’s services, whilst meetings its budget savings.

Waste Management was an area that relied on a high number of agency staff to support service delivery. The introduction of the Alternative Delivery Models would result in different working arrangements supporting the same demands. An understanding of what the workforce would resemble was required, including increased flexible arrangements.

The Committee asked about strategies in place to support the workforce, including the gender and BME balances at management level. In response Officers assured to provide the Committee with the figures, as an accurate reflection was not available at that time. However, in Human Resources and Finance a substantial number of female employees were graded at Operational Management Level.

Members of the Committee were concerned that some employees were being granted voluntary severance only to be subsequently re-employed by the Council, some into the same job role. In response Committee Members were advised that the practice in question was changing from April 2015. The Trade Unions had raised concerns in respect of this issue and a decision by the Cabinet was agreed that following April 2015, an employee granted voluntary severance, could not return to the organisation within twelve months of departure.

The Committee was concerned with the number of agency workers with rolling contracts employed by the Council. This type of working practice didn't support good staff morale and the Council should give an undertaking to ensure that agency/temporary staff were given permanent employee status after a certain period of time.

The Committee was assured that further methods of staff engagement were being developed, with attendance at Employee Roadshows. The Workforce Strategy Programme was supporting staff development embarking on 5 key areas:

- Employee Voice
- Employee Engagement
- Learning & Development
- Performance Management
- Health & Wellbeing

The Chief Executive and Corporate Directors were taking responsibility for delivery of each strand as follows:

- Christine Salter – Health & Wellbeing
- Paul Orders, Chief Executive – Employee Engagement
- Andrew Gregory – Learning & Development
- Sarah McGill – Performance Management

The Committee was advised the LATC for Commissioning and Procurement was in the process of being established and therefore savings had not been realised. Procurement Services had supported the savings in excess of of £12M over 3 years.

ECONOMIC DEVELOPMENT DIRECTORATE DELIVERY PLAN

The Chairperson welcomed:

- Councillor Phil Bale, Leader of the Council
- Councillor Graham Hinchey, Cabinet Member Corporate Services & Performance
- Neil Hanratty, Director Economic Development
- Helen Jones. Strategic Estates Manager

The Chairperson advised Members that for this Directorate the services within scope under the Committee's Terms of Reference were International Policy and Strategic Estates, which included management of both the operational and non-operational commercial investment portfolios. Councillor Bale had responsibility for International Policy and Non- operational property and Councillor Hinchey had responsibility for Operational policy.

The Committee received a presentation from Neil Hanratty which outlined:

- Directorate Responsibilities
- Key Corporate Indicators
- 15/16 Achievements
- Corporate Plan Commitments
- Business Priorities
- Performance Measures

The Chairperson invited Members to ask questions.

Members of the Committee were provided with information on the current position with the maintenance of schools. Economic Development was not responsible for facilities management of schools, but responsible for strategic schools property matters. It was however, vital to improve the quality of school's as they formed the largest part of the Council's estate.

The Committee drew attention to Staff Numbers & Characteristics noting that 67 members of staff in the directorate ranged between the ages of 55-64 and asked what succession planning had been put in place. In response, officers explained the figure related to the 'full time equivalent', there were also casual and temporary staff supporting events. It was essential to cope with the savings targets and therefore age was less of a concern than maintaining the service.

Members of the Committee were advised that Culture & Events had moved into the Directorate last year resulting in a higher sickness figure. The sickness target had now been amended to reflect and support this.

The Committee discussed the RAG status and were assured that the red status was marked as deliverable.

The Committee was advised that in 2009 the Council made a decision to ring fence recruitment to secure jobs internally. A Workforce Strategy was now in place to support recruitment and development; which supported future placements for young person's leaving schools and reflected the population of Cardiff.

Officers explained to the Committee a Corporate Asset Management Plan was in place and being considered by Cabinet in May, which set out priorities in relation to supporting and investing in Estates. Ideally properties with potential to generate investment were being targeted along with analysis of community buildings. The JLL report outlined the potential of assets, with opportunities to generate income to support projects. The value of estates was analysed to consider both their social and wider usage .

The ADM model proposals for St David's Hall and New Theatre was on-going. One bidder had been established and the scope for savings was being addressed. The two venues in question had received reduced subsidies for 2016/17 and savings had been realised in 2015/16. A Community Interest in these venues had come forward and was being considered. It was noted that both venues delivered higher revenues with events this year than in previous years.

The Committee drew attention to International Policy, and the decline in the Cardiff Business Council. In response Councillor Bale explained the Council were moving forward with the City Deal and the South East Wales City Region, a business organisation operating as the voice for business in this area. Euro Cities was operating to strengthen links by means of twinning, including socio economic associations. The budget for International Policy was withdrawn and is now seen as a legacy item. The intention was to maintain relationships with twin cities more informally and continue to host and promote events in the city.

COMMUNITIES, HOUSING & CUSTOMER SERVICES

The Chairperson welcomed:

- Councillor Graham Hinchey, Cabinet Member for Corporate Services & Performance
- Isabelle Bignall, Assistant Director Customer Services and Communities

The Chairperson reminded Members that most of the work of the Communities, Housing and Customer Services Directorate falls outside of the remit of this Committee. Within scope were Community Hubs, Corporate Customer Services (including Corporate Complaints and the Member Enquiry Service), Technical Corporate Customer Service and Connect to Cardiff (C2C).

Councillor Hinchey explained that C2C had won a contact centre award beating competitors from the private sector.

The Committee received a presentation which outlined:

- Directorate Responsibilities
- Key Corporate Indicators
- Achievements
- Corporate Plan Commitments
- Delivery Plan Commitments
- Performance Indicators

The Chairperson invited Members to ask questions.

Committee Members drew attention to the email response rates of C2C. Officers advised that the system would generate an automated response to an email. A full response should be sent within 24 hours, however if the issue was complicated in nature a holding response would be sent indicating that advice was being sought on the matter. Directorates were required to respond and this process could be tracked.

The Committee was advised that the reduction in queue time was a result of shrinking C2C opening times, which resulted in excessive calls during the lunchtime period that could not be resourced. Extended opening times were introduced using identical staffing resources, which allowed for customers to call after 5pm, lowering the high demand that occurred during the lunchtime period. This resulted in staff accessing and resolving more calls during this period.

Members were advised that the preamble at the outset of a call was essential. Even though the workforce was multi-skilled, there were specialist teams to support certain queries, which had to be chosen by the user at the outset of the call.

The Committee discussed the Members Enquiry Service and suggested that the service didn't resolve issues as quickly as C2C, and there was no notification of when cases were closed.

Officers acknowledged that whilst the Member Enquiry Team had knowledge overall, C2C provided specialist advice on matters in relation to waste management, highways and council tax and also provided a close down report.

The Committee was keen to learn how the Council dealt with complaints published on social media accounts. In response, Officers explained that profiles of the tweets/comments were observed and kept, responses were also provided by the Web Team.

Members of the Committee were provided with information on sickness levels. Trends did occur as a result of the dynamics of a close working environment being responsible for short term sickness. Issues relating to stress were monitored. It was noted that telephony working environments attracted younger personnel.

The Committee was advised that staff preferences were taken into account when allocating work streams. Specialist streaming was in place with staff having the knowledge to deal with specialist calls. Some calls were obviously more complex than others, and there were dedicated coaches on site to support this. Staff could rotate their work-loads on a choice basis, however, the more complex calls, Council Tax, and Housing Benefit for example, were handled by a specialist team.

Officers advised that a review of Members Services support was in the pipeline..

GOVERNANCE AND LEGAL SERVICES

The Chairperson welcomed:

- Councillor Daniel De'Ath, Cabinet Member Safety, Skills, Engagement & Democracy
- David Marr, Interim Monitoring Officer

- Elizabeth Weale, Legal Manager
- Paul Keeping, Scrutiny & Equalities Manager

The Chairperson reminded Members that all of the services delivered by the Governance and Legal Services Directorate fell within the Committee's remit and comprise corporate support services such as Members Services, Electoral Services, Equalities, Legal and Scrutiny Services.

Councillor De'Ath explained this was a small department, supporting the democratic function of the Council. This service was valued by both councillors and officers. The introduction of the Welsh Language Standard was being supported and it was essential to maintain and develop the bilingual service. Challenges lay ahead with introduction of the Local Government Bill and Equalities Act.

The Committee received a presentation which outlined the following:

- Directorate Responsibilities
- Key Corporate Indicators
- 15/16 Achievements
- Directorate Priorities
- Other business priorities
- Performance Measures

The Committee drew attention to Welsh Language measures in place and asked if the Council was compliant. In response officers assured the Members that the Council was in a good position and targets were being met. If the Council was considered non-compliant, sanctions of a £5000 fine could be imposed and therefore safeguarding was in place.

Members of the Committee were advised benchmarking and research functions were a part of the Scrutiny function. Both the production of a benchmarking report and a Scrutiny review were under development

The Committee was advised that KPI DS03 was historic, with 77% of the recommendations agreed by Cabinet. These issues would also be part of the Scrutiny Chairperson's Personal Performance Development Review (PPDR) and the Members Satisfaction Survey.

RESOLVED: That the Chairperson of the Policy Review and Performance Scrutiny Committee write to the witnesses to thank them for attending the meeting and set out the comments made by Members (letter attached)

87 : COMMUNITY INFRASTRUCTURE LEVY: JOINT TASK & FINISH REPORT
OF ALL FIVE SCRUTINY COMMITTEES 6:40PM

The Committee welcomed:

- Councillor Paul Mitchell, Chairperson of the Environment Scrutiny Committee and CIL task group
- Richard Bowen, Principal Scrutiny Officer

The Chairperson advised Members that they were invited to consider and agree the final report of a joint task and finish exercise to review options for the implementation of the Community Infrastructure Levy in Cardiff.

Councillor Mitchell and Richard Bowen presented the findings to the Committee.

The Committee was asked to consider the report, make any amendments and agree whether to approve the content of the report. Should the Committee endorse the draft report, the Chairperson would present it to the Cabinet. The Cabinet would then respond to the report and their response would be brought back to Committee for discussion.

The Committee provided comments on the following recommendations:

- Recommendation 1 – Residential Outer Zone, concerns with the S106 contributions £250 per sqm. Agreed on basis of a 2 year monitoring of S106 contributions
- Recommendation 2 – Agreed
- Recommendation 3 – Agreed
- Recommendation 4 – Concerns were raised with increase in the student population of the city and Members suggested increasing the rate from £100 per sqm. Suggested the language should be strengthened to reflect this.
- Recommendation 5 – Agreed
- Recommendation 6 – Agreed
- Recommendation 7 – Agreed
- Recommendation 8 – Agreed
- Recommendation 9 – Agreed
- Recommendation 10 – Agreed
- Recommendation 11 – Reference to the Housing Partnership Programme, this depended on scale and if they were based within the strategic sites.
- Recommendation 12 – Agreed

RESOLVED: The Committee AGREED to accept the recommendations in the report.

88 : DATE OF NEXT MEETING

Tuesday 10 May 2016 at 4.30pm