

## POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

16 MAY 2018

Present: Councillor Walker(Chairperson)  
Councillors Berman, Bowen-Thomson, Boyle, Cunnah,  
Owen Jones, Mackie and McKerlich

### 127 : APOLOGIES FOR ABSENCE

Councillor Murphy

### 128 : DECLARATIONS OF INTEREST

Members had a responsibility under Article 16 of the Members' Code of Conduct to declare any interests and complete Personal Interest Forms at the commencement of the agenda item in question.

### 129 : MINUTES

The minutes of the 18 April 2018 and 18 April 2018 – Call-In were approved and signed as a correct record.

### 130 : THE WORKFORCE STRATEGY

The Chairperson welcomed the following:

- Councillor Chris Weaver, Cabinet Member for Finance, Modernisation and Performance;
- Philip Lenz, Chief Human Resources Officer;
- Tracey Thomas, Human Resources People Partner

The Chairperson advised the Committee that they had responsibility within the Terms of Reference for scrutiny of the Council's Human Resources policies. This item was an opportunity for policy development scrutiny of the Council's Workforce Strategy 2018-2021. The Strategy was programmed for consideration by the Cabinet in June 2018 and was currently in the planning and consultation stage, under development.

The Chairperson invited Councillor Weaver to give a statement.

Councillor Weaver explained this was a refresh of the programme in line with the priorities of Capital Ambition and Corporate Plan. The Strategy would support Skills & Cultural issues, Succession Planning, Learning & Development, Equality & Diversity and Sickness Absence. These were included in the 5 Priorities the Strategy would focus on.

The Committee received a presentation from Tracey Thomas which outlined the following:

- *Workforce Strategy key priorities*
- *Capital Ambition – Workforce Development and Staff Engagement*

- *Current Workforce Profile (1)*
- *Current Workforce Profile (2)*
- *Workforce Strategy Priorities*
  - *Equality and Diversity*
  - *Workforce Planning*
  - *Learning and Development*
  - *Engagement of Employees and Trade Unions*
  - *Health and Wellbeing*
- *Consultation on the Strategy*

The Chairperson thanked the Officers for the presentation and invited the Committee to ask questions.

The Committee were keen to learn what was new in the Strategy.

Officers explained that a Workforce Planning Tool Kit supported the Strategy, there was no formal process. It was essential for the Council to fulfil priorities outlined in its Capital Ambition, along with building on Health and Wellbeing priorities and achieving the Gold Standard. Attracting young people into the organisation was essential to develop and create opportunities for future generations. Knowledge Transfer was also vital to support the organisation going forward and share knowledge assisting corporate memory.

The Committee was of the view that age 45 was not exceptional and was there evidence that other local authorities had similar statistics in relation to the age profile of the workforce.

The Committee was advised this was a holistic approach, improving performance and engaging with staff to develop new ideas and initiatives. The organisation should reflect the community it served and improve the customer interface. It was working on results from the employee survey and ensuring that the Council met its targets in line with budget constraints.

Members of the Committee drew attention to recruitment and retention and asked if certain service areas experienced difficulty in recruitment, and if so were there issues linked to social workers. Further, what plans were in place to support areas of the workforce experiencing possible issues from BREXIT.

The Officers advised that recruitment and retention was addressed through the Workforce Planning process. Departments were assessing their core workforce and looking at recruitment and retention strategies. Issues relating to Social Work staff had been identified and could now be seen in Adult Services. Strategies were being developed to support staff and work was on-going in partnership with universities, setting up trainee schemes and supporting job sharing practices to build momentum. Exit interviews were in place and the data from these interviews should be used as a learning and developing tool.

Members were advised that the Council was using a consistent approach across the organisation for recruitment and retention but it had to be recognised that Social Services faced different challenges to those of other Council departments.

The Committee was concerned there were gaps within the HR team's resources to analyse data collected from directorates. Further, how the data could be analysed to measure development, support the retention of staff, and how the strategy would deal with shifting working patterns and technological changes.

It was explained to Members that the Tool Kit provided a picture of how the workforce needed to change and to build on the priorities in the Strategy.

Members were assured this Strategy was building on previous work carried out but also assisting in rolling out the Digital agenda and developing a culture to promote this.

The Committee drew attention to page 24 and asked for information on "Identify the Gap". In response, Officers explained this was a joint initiative, between Human Resources and the Organisational Development Team to understand business plans and shape the direction of travel. The process had been trialled, with 2 workshops to obtain feedback and establish outcomes and action plans on a wider level.

The Committee was of the view that further support should be directed towards staff engagement, advice support should be consistent across the organisation and a face to face approach should be established.

Officers assured the Committee that the staff engagement programme included staff roadshows, extending to all departments. This included team events and the support and advice from Ambassadors. The Staff Survey was one part of the programme.

Members of the Committee asked about the membership of Employee Networks and were concerned the Council had previously cancelled its membership of Stonewall.

The Committee was assured that the Employee Networks were valuable and included LGBT, Women's Network, BAEM, Stonewall and Carers Network. Positive work could be seen as a result of these network's and excellent practice. Stonewall branding was being promoted and was pro- active at events.

Members of the Committee asked if staff were rewarded and had access to leisure facilities of the city. In response, Members were advised that a variety of competitions were advertised on the Council's Intranet site, along with promotional offers.

The Committee was advised that the identity of disabled employees had decreased in the Tool Kit. This was as a result of 82% not indicating their needs.

Members of the Committee drew attention to the number of Welsh Language speakers in the organisation and how this should try and reflect the Welsh Government target. In response Officers advised there were numerous Welsh courses on offer to staff which included Welsh Awareness (Mandatory), and Intensive Welsh Courses. Some jobs were also advertised as Welsh Essential.

The Committee was informed of the culture shift for Health and Wellbeing. As new technology was being introduced staff were working more agilely and managers were

changing their views to focus on outcomes not presenteeism. Small steps were being introduced and change was developing across the organisation.

RESOLVED: The Committee AGREED, that the Chairperson writes to the Cabinet Member on behalf of the Committee to convey their thoughts and observations.

## 131 : CENTRAL TRANSPORT SERVICES COMMERCIAL DEVELOPMENT

The Chairperson welcomed the following:

- Councillor Russell Goodway, Cabinet Member, Investment & Development;
- Tara King, Assistant Director Commercial and Collaboration
- David Lowe, Operational Manager

The Chairperson advised that within the Committee's Term of Reference was scrutiny of the Council's approach to improvement in the way it delivers its services. This was an opportunity for policy development scrutiny and a progress report on the Council's draft proposals to develop its Central Transport Services commercially. In June 2018 the Cabinet would consider a summary of the issues faced by the service and an outline of the approach proposed to increase income for these areas. The Committee had been offered a full presentation on the position to date and an opportunity to feed in our comments before it was considered by Cabinet.

The Chairman invited Councillor Russell Goodway to make a statement.

Councillor Goodway explained the Administration had tried to inject a degree of commercialism into this service as a possible solution but had not generated outcomes. Therefore different processes should be considered to adapt a different model in partnership with the private sector.

The Committee received a presentation which outlined the following:

- *Introduction to CTS*
- *Strategic Area's of Focus*
- *Compliance 1*
- *Compliance 2*
- *New Technology*
- *Fleet Replacement Programme*
- *Balancing of Service Area Budgets*
- *Commercial development*
- *Commercial Partnerships*
- *Governance*

The Committee asked about the £8.6M figure and the alternative model.

The Committee was informed that even though previous administrations had used alternative delivery models, a policy decision had been made to keep services in-house. Other operating models have to be looked at as the current service was not

producing the necessary outcomes. A possible Public Private partnership test was being considered.

The Committee was keen to learn how much of the service would be privately owned.

The Committee was advised that the figure included the overheads. An outline of the service was provided looking at the difference between the operation of the fleet and the purchasing of the equipment through the procurement service. The maintenance element was discussed, including the overhead costs. Members of the Committee asked about the breakdown of the £8.6M and if that was capable of being reduced.

The Members were informed that all areas of the service had been challenged in the 2018/19 budget. An additional income unit would be more efficient, and a business case had been established which introduced innovation.

Benchmarking projects had been taken into consideration, as some of the skill base had been lost and it was essential to upskill at this time to support maintenance costs. The refuse fleet was leased and larger maintenance issues were repaired by the lease company. Minor repair works could be dealt with in the workshop.

The Committee learned the Highways Department were not responsible for paying for the maintenance of the vehicles. Both fuel and costs were redirected back to the Central Transport Service. This was a matter that could be considered in the future for redirecting costs to other departments.

Members of the Committee suggested that the MOT Services be advertised to raise revenue.

The Committee was advised that officers promoted the MOT service for staff and repairs were also available. Vehicle usage was addressed, along with the vehicles GPS tools as some were tracked. It was noted there were valid reasons why gritters were only used 20% of the time during the year.

The Committee heard there were pressure issues, especially when budget cuts focused on delivering statutory services. Risks were linked into repair costs and how often these vehicles were on the road. Management of the fleet and the optimum use of vehicles was essential and therefore the suggestion of extending activity for external services. A Commercial partner could share activity with the risk being moved to the partner.

The Committee was advised no Commercial Partner had been identified as yet, but a model had been established.

The Committee discussed the different types of fuel's available to support the service such as electronic/hydrogen models. There was also a suggestion the department consider servicing Motorhome vehicles.

The Committee continued to discuss the charging mechanisms for vehicles and how they could be redirected to the respective departments.

The Committee was advised the process was time limited and a target had been set for 3-5 years.

RESOLVED: The Committee AGREED that the Chairperson writes to the Cabinet Member on behalf of the Committee to convey their thoughts and observations.

#### 132 : MANAGING THE ESTATE UNDER A CORPORATE LANDLORD MODEL

The Chairperson welcomed Mark Jacques to the table, the Principal Scrutiny Support Officer, who had been supporting the task group in this inquiry.

The Chairperson invited Councillor Joe Boyle who chaired the inquiry to present the task group findings and recommendations to the Committee.

The Committee received a presentation which outlined the following:

- *Emerging themes*
- *Ensuring corporate buy-in*
- *Maintenance backlog & the use of assets*
- *A clear Corporate Landlord operational structure*
- *The importance of robust Landlord – Occupier Agreements/ The schools challenge*

The Committee discussed the recommendations.

RESOLVED: The Committee AGREED :

- subject to any comments the Committee made forward for consideration by the Cabinet at the earliest opportunity.

#### 133 : CUSTOMER LEADERSHIP

The Committee considered the final draft report of the Committee's Task & Finish Inquiry into Customer Leadership.

The Committee discussed the Key findings and the Recommendations.

RESOLVED: The Committee AGREED:

- subject to any comments the Committee made forward for consideration by the Cabinet at the earliest opportunity.

#### 134 : DATE OF NEXT MEETING

Wednesday 20 June 2018 @ 4:30pm