

My Ref: T: Scrutiny/PRAP/Comm Papers/Correspondence

Date: 27 April 2016

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Dear Councillor Hinchey,

### **Policy Review & Performance Scrutiny Committee: 12 April 2016**

On behalf of the Policy Review and Performance Scrutiny Committee thank you for your recent attendance at Committee for consideration of the Resources Directorate Delivery Plan. Members have asked me to pass on their comments and observations in a letter for your reflection.

Firstly, the Committee wishes to congratulate you and the Resources Directorate on your achievements in 2015/16. Members feel there have been many achievements that deserve credit, particularly the ICT mobilisation of staff that has released office space; the best ever sickness results achieved by the Directorate at quarter 3; and the implementation of the Customer Relationship Management system enabling the Council to gain a single view of the customer across the organisation.

In respect of key aspirations for 2016/17, of particular interest to the Committee is the thinking behind merging Performance and Partnerships, specifically '*exploring and exploiting the synergies between different areas of activity*'. The Committee notes the Head of this service area considers that there is an opportunity to share expertise across three policy areas within a small team, allowing staff to engage according to their expertise rather than their team location to secure the required capacity.

From a financial perspective Members are pleased to hear officers are confident that the proposed savings for 2016/17 within the Resources Directorate can be achieved, and that plans for managing decreasing budgets are sufficiently detailed to enable effective decisions to be based upon them. The Committee also notes that the

Commissioning and Procurement service delivered £12 million savings over the last three years, and has recently won a contract for Central Bedfordshire Council.

Of particular interest to Members, as highlighted at the meeting, is the Directorate's Service Action to develop a strategy for the temporary, casual and agency workforces, taking account of social inclusion and youth engagement. We note the strategy will encompass Cardiff Works and Commensura and look forward to you sharing the proposed strategy for pre-decision scrutiny.

Members welcome the workforce planning contribution identified for apprenticeships and collaboration with the universities as a response to closing gaps in staffing.

The Committee is interested in the number of employees that have taken voluntary severance and subsequently been re-appointed to Cardiff Works. We understand that measures were introduced during the 2015/16 budget round to address this and therefore note that since April 2015 the figure is nil. However Members wish to take up your offer of providing more information, and would welcome figures for the past 3 years. The Committee's interest is rooted in a feeling that agency staff also deserve job security, and Members would like the Council to move towards a policy of permanent appointment after two years of temporary work.

Also of interest to Members is the composition of the Council's senior management by gender and ethnic origin. As you indicated at the meeting this information already exists, I will be grateful if you could forward the detail as promised.

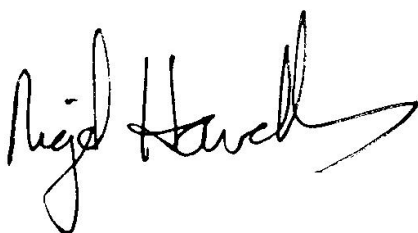
Finally, the Committee wishes to stress the importance it attaches to staff morale. Members acknowledge that the Chief Executive and each Corporate Director has a responsibility for a strand of the Workforce Strategy Programme (noted as Learning & Development; Health & Wellbeing; Performance Management; and Employee Voice), however they feel it is important that the Human Resources People Services (HRPS) take ownership of this matter. Therefore they would like to see an action related to staff morale within the HRPS element of the 2016/17 Resources Directorate Delivery Plan.

*To recap, the Committee is requesting:*

- That you factor into decision making processes an opportunity for pre-decision scrutiny of the temporary, casual and agency workforce strategy.
- The previous three years data of the number of employees that have taken voluntary severance and subsequently been re-appointed to Cardiff Works.
- Details of the gender and ethnic origin balance amongst the Council's senior management grades.
- An action related to staff morale within the HRPS element of the 2016/17 Resources Directorate Delivery Plan.

Many thanks once again for your engagement with the Committee on the Delivery Plans. I look forward to your response and would be grateful if you would forward the additional information Members have requested to the Committee's Principal Scrutiny Officer.

Yours sincerely,



**COUNCILLOR NIGEL HOWELLS  
CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE**

cc

Members of the Policy Review & Performance Scrutiny Committee;  
Christine Salter, Corporate Director Resources;  
Philip Lenz, Chief Human Resources Manager;  
Joseph Reay, Head of Performance & Partnerships;  
Gareth Newell, Head of Cabinet Office;  
Cheryl Cornelius, Cabinet Business Manager.