

**CORPORATE OVERVIEW AND SCRUTINY COMMITTEE - MONDAY, 4 SEPTEMBER 2023**

**MINUTES OF A MEETING OF THE CORPORATE OVERVIEW AND SCRUTINY COMMITTEE  
HELD HYBRID IN THE COUNCIL CHAMBER - CIVIC OFFICES, ANGEL STREET,  
BRIDGEND, CF31 4WB ON MONDAY, 4 SEPTEMBER 2023 AT 10:00**

Present

Councillor A Williams – Chairperson

|               |             |                   |              |
|---------------|-------------|-------------------|--------------|
| H T Bennett   | F D Bletsoe | P Davies          | RM Granville |
| S J Griffiths | M Jones     | RL Penhale-Thomas | T Thomas     |
| AJ Williams   |             |                   |              |

Apologies for Absence

M L Hughes and G Walter

Officers:

|                    |   |
|--------------------|---|
| Mark Sheppard      | Chief Executive                                   |
| Carys Lord         | Chief Officer - Finance, Performance & Change     |
| Lindsay Harvey     | Corporate Director – Education and Family Support |
| Kelly Watson       | Chief Officer Legal, HR and Regulatory Services   |
| Janine Nightingale | Corporate Director - Communities                  |
| Paul Miles         | HR Service Centre Manager                         |
| Martin Morgans     | Head of Performance and Partnership Services      |
| Kate Pask          | Corporate Improvement Officer - Performance       |
| Alex Rawlin        | Corporate Policy & Public Affairs Manager         |
|                    | Senior Democratic Services Officer – Scrutiny     |
| Jessica Mclellan   | Scrutiny Officer                                  |

79. DECLARATIONS OF INTEREST

Cllr Heidi Bennett declared a prejudicial interest in Agenda item 9 as a she represents her employer as a member of the Public Services Board.

80. APPROVAL OF MINUTES

RESOLVED: That the Minutes of meetings of Corporate Overview and Scrutiny Committee dated 5 September 2022, 27 October 2022, 15 December 2022, 18 January 2023 and 2 March 2023 be approved as a true and accurate record.

81. DIRECTOR OF SOCIAL SERVICES ANNUAL REPORT 2022/23

RESOLVED: The report was deferred for consideration at the next meeting of the Subject Overview and Scrutiny Overview Committee 2 on 18 September 2023 at 10am, when Members of this Committee would be invited to attend for this item.

82. STRATEGIC WORKFORCE PLAN

The Group Manager - Human Resources and Organisational Development presented the draft Strategic Workforce Plan 2023- 2028.

The Chairperson thanked the Group Manager – Human Resources and Organisational Development and Members discussed the following:

- The challenges and capacity in Human Resources (HR) and use of the HR partner model in the co-production of Delivery Plans.
- The impact of hybrid working and dynamic demographic change on workforce profile, service delivery and HR policy development.
- The competitive recruitment market along the M4 corridor and the need for national agreed terms and conditions.
- Management oversight of the Plans, input from Trade Union groups and relationships with other local authorities and partners.
- Support for staff wellbeing, sickness and absence, and the levels of engagement in the staff survey.
- Vacancy and turnover rates, diversity and the Council's Guaranteed Interview Scheme.
- Hybrid working and the public's ability to contact the Council via telephone and the newly launched digital platform.
- The demand and expectations for Council services, Member Referrals and whether an analytical tool could be used to identify themes from referrals.
- Prospect of international recruitment and working with schools, colleges and other higher education establishments.
- Importance of succession and continuity planning.

The Chairperson advised that there were no further questions for the Invitees, thanked Invitees for their attendance and, advised that if they were not required for the next Item, they may leave the meeting.

**RESOLVED:** Following detailed consideration and discussions with Cabinet Members and Officers, the Committee made the following Recommendations:

1. The Committee recommended that the circular graphics at the top of page 13 of the *Delivering together, Our Strategic Workforce Plan 2023-2028* (page 175 of the Committee's public Agenda pack) showing the percentages of staff working in each of the five areas of the authority, also reflect the level of vacancy or completeness of workforce in each Directorate. In relation to the turnover rate of staff the Committee also recommended that the same page also reflect the general turnover rate of staff not just new starters leaving within their 1<sup>st</sup> year (up to 31 March 2023).
2. The Committee expressed concern regarding the corporate oversight responsibility and the possibility of a fragmented process towards monitoring and delivery of the Plan. The Committee therefore recommended that consideration be given to establishing a HR strategic group to include Officers from across the authority and Trade Union representatives to monitor and drive forward the delivery of the plan and that they report to CCMB.
3. The Committee expressed concern regarding the lack of citizen focus within the Plan and recommended that the Portal analytical tool be developed/progressed as soon as possible in order to evaluate the areas of dissatisfaction and themes

arising from Member referrals and customer queries regarding repeat matters, in order to inform the Workforce Plan. Once completed, the Committee recommended that they receive a Members Briefing regarding the analytical capabilities of the Portal.

and the Committee requested:

4. Information on how the workforce structure in Bridgend compares to other Welsh local authorities and whether its levels of management are typical of other local authorities in Wales.

Whether the Venture Graduate Scheme overseen by the Cardiff Capital Region could be accessed by students by other higher education establishments, especially Bridgend College.

83. **CORPORATE PLAN DELIVERY PLAN TARGETS**

The Corporate Policy and Public Affairs Manager presented the report, the purpose of which was to present the proposed annual performance targets for 2023-24 for the performance indicators in the Corporate Plan Delivery Plan (CPDP) that supports the Council's new Corporate Plan.

The Chairperson thanked the Corporate Policy and Public Affairs Manager and Members discussed the following:

- The need for clarity and consistency in the target narratives with particular reference to the targets regarding homelessness and reablement.
- The achievability of 100% targets and the importance of reflecting operational difficulties.
- The rationale for targets lower than current performance.
- Planning targets, affordable and social housing, the emerging Local Development Plan, empty properties and necessary steps towards the Bridgend 2030 Net Zero Carbon Strategy.
- Unemployment figures and business and employment prospects in Bridgend.
- Public engagement with the authority through digital means.
- Targets relating to staff reviews and compliance across operational buildings.

The Chairperson advised that there were no further questions for the Invitees, thanked Invitees for their attendance and, advised that if they were not required for the next Item, they may leave the meeting.

**RESOLVED:** Following detailed consideration and discussions with Cabinet Members and Officers, the Committee requested:

5. That the narratives in the Rationale for Targets be revisited to ensure consistency, to better reflect the reasons why a target has substantially increased or decreased and to include brief information regarding the circumstances surrounding the change.

That consideration be given to a gradual move away from static Key Performance Indicators in favour of Objective and Key Results which drive ambitious, realistic and proportionate targets.

84. **ICT RESILIENCE**

The Head of Performance and Partnerships presented the report, the purpose of which was to provide the Committee with information regarding the Council's ICT infrastructure and proposals to mitigate future risks.

The Chairperson thanked the Head of Performance and Partnerships and Members discussed the following:

- The Council's business continuity and recovery plans due to threat from a cyber attack or loss of data.
- Reasons for the recent outage and the prospect of increasing services from cloud services to ensure business continuity.
- Sufficiency of customer information and budget to sustain services in the case of operational failure.

The Chairperson advised that there were no further questions for the Invitees, thanked Invitees for their attendance and advised that they may leave the meeting.

**RESOLVED:** Following detailed consideration and discussions with Cabinet Members and Officers, the Committee requested:

Copies of the Service specific and overall ICT Business Continuity Plans, for information purposes.

85. **CWM TAF MORGANNWG PUBLIC SERVICES BOARD JOINT OVERVIEW AND SCRUTINY COMMITTEE NOMINATIONS**

The Scrutiny Officer presented the report, the purpose of which was to:

- a) Update the Committee on the proposed joint scrutiny arrangements and Terms of Reference for the Cwm Taf Morgannwg Public Services Board (PSB);
- b) To request the Committee to note that there are to be nominations of five Members from the Committee based on the political balance of the Committee, as far as practical, to the Cwm Taf Morgannwg PSB Joint Overview and Scrutiny Committee (JOSC);
- c) To request the Committee to note the nominations, made at its previous meeting on 24 July 2023; and
- d) To request nominations of three Labour Group Members from the Committee to the Cwm Taf Morgannwg PSB JOSC.

Following discussion, it was

**RESOLVED:** That the Committee nominated the following Labour Group Members to the Cwm Taf Morgannwg PSB JOSC:

Councilor's Richard Granville, Simon Griffiths and Martin Hughes.

86. **FORWARD WORK PROGRAMME UPDATE**

Following detailed discussion and consideration of the Forward Work Programme (FWP) Report:

**RESOLVED:** That the Committee approved its FWP in Appendix A subject to the additions and amendments listed below, noted the FWPs for the Subject Overview and Scrutiny Committees in Appendix C, D and E, and noted the Recommendations Monitoring Action Sheets to track responses to the Committees' recommendations made at previous meetings in Appendices B, F, G and H:

The Committee requested:

a) The following be included in the scope of the *Workforce Strategy Monitoring Action Plans* item scheduled on the FWP for 14 December 2023:

- Data relating to gaps in the workforce and future need.

b) The following be included in the scope of the *Performance Management Improvement Plan* item scheduled on the FWP for 23 October 2023:

- Details of the four recommendations and the actions being taken in relation to each (Action Plan)

The Committee were particularly concerned about the recommendations relating to accuracy of performance information and prioritisation of data analysis.

- Whether there is to be a post-inspection report or a re-visit and the Council's responsibility to reply/feedback any actions taken

and the Committee requested that representatives from Audit Wales be invited to attend for the scrutiny of the report.

87. **URGENT ITEMS**

None.

The meeting closed at 13:20