



County Hall
Cardiff
CF10 4UW
Tel: (029) 2087 2000

Neuadd y Sir
Caerdydd
CF10 4UW
Ffôn: (029) 2087 2000

PRESENTATIONS

Committee POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

Date and Time of Meeting MONDAY, 11 OCTOBER 2021, 4.30 PM

Please see attached the Presentation(s) provided at the Committee Meeting

10 **Presentations**(Pages 3 - 54)

This page is intentionally left blank

Cardiff Public Services Board

PRAP Scrutiny Committee

11th October 2021



What is the Cardiff Public Services Board?



- Created by the Well-being of Future Generations Act
- Members include: Cardiff Council, Cardiff & Vale University Health Board, Natural Resources Wales and South Wales Fire & Rescue Service, South Wales Police, South Wales Police and Crime Commissioner, National Probation Service, Cardiff Third Sector Council and the Welsh Government.
- Chaired by Leader, Council provides the Secretariat
- Meets quarterly (but monthly during the pandemic)
- Focusses on issues of ‘collaborative advantage’ and oversees city’s partnership governance arrangements e.g. Community Safety Partnership, Climate Emergency Partnership Board, Child Friendly City Strategic Board
- The PSB is statutorily required to undertake a Well-being Assessment, publish a 5 year Well-being Plan and publish an Annual Report
- Oversight provided by PRAP



Well-being Assessment



Wellbeing Assessment 2017

- An assessment of the well-being of Cardiff across all national goals.
- Published in 2017 and informs development of the PSB's Well-being Plan.

Wellbeing Assessment 2022

- Well-being Assessment 2022 currently in draft, to be considered by PSB in November.
- Developed by partnership data group.
- Prepared in parallel with Population Needs Assessment (requirement of Regional Partnership Board).
- Over 200 indicators, quantitative and qualitative, against each 'national wellbeing goal.'
- Will include assessment of future trends facing the city.
- Identification of recovery and renewal priorities for PSB, and for Well-being Plan 2023-28.
- Consultation November-January, prior to publication in March 2022.



Well-being Plan and Annual Report



Wellbeing Plan

- Well-being Plan: 5 year plan, published in 2018.
- Shared well-being objectives with the Council.
- Identified 50 city-level outcome indicators and areas of partnership activity for each Wellbeing Objective.
- PSB required to publish new Wellbeing Plan by May 2023.

Annual Report

- Covers progress each year against each Well-being Objective, including outcome indicators and partnership activity.
- Annual Report 2021, considered and agreed by the PSB in September.



Cardiff PSB During Covid-19

- PSB brought partners together in February 2020 to begin to plan for the pandemic.
- Met monthly throughout the pandemic, with operational meetings on weekly basis during first wave.
- Update from the Director of Public Health on pandemic situation and round-table update on critical issues from partners.
- Oversee issues requiring partnership response – both direct (pandemic response) and indirect (Community Safety/Safeguarding)
- Oversee ongoing work of PSB programme e.g. Child Friendly City, Climate Emergency Board.



Post-pandemic Review

- Cardiff PSB commissioned the Council's Policy and Partnership Team to undertake a review of partnership priorities for recovery and renewal, and recommendations for governance arrangements.
- Methodology:
 - Interviews with all PSB members (Sep/Oct), complete
 - Findings of the draft Wellbeing Assessment (Oct/Nov), in progress

Feedback from interviews:

- Cardiff PSB is working well, particularly over the course of the pandemic.
- Commitment from public services leadership and strong desire to work together amongst partners.
- Culture of joint working and good relationships, trust but also challenge.
- A place for considering strategic issues facing the city and solving common problems.
- Time is right for reconsidering priorities and governance as we emerge from the pandemic, not waiting for statutory process.
- PSB to focus on a small number of big ticket priorities, and ensure that governance arrangements in place for wider partnership priorities.



Priorities for Recovery and Renewal: Initial Feedback



- Focus on a small number of big ticket items:
 - Climate Emergency
 - Tackling inequalities, particularly health inequalities coming out of Covid-19 (responding to Director of Public Health's Annual Report).
 - Young people and Child Friendly City
 - Prevention: understanding and responding to the common drivers of demand on public services
- Other priorities for partnership working which require PSB oversight include:
 - Organisational Decarbonisation: Fleet, Buildings, Commute, Procurement
 - Mental Health, especially child mental health
 - Community Safety priorities: Homelessness and rough sleeping, drug abuse, violence prevention (esp. young people), anti-social behaviour.
 - High rise cladding
 - Health and Social Care integration (linked to RPB)
 - Air quality
 - Flooding
 - Data management and analysis



Next Steps

- PSB to continue to meet monthly for remainder of 2021
 - Including additional meeting to consider findings of Annual Director of Public Health report on Health Inequalities and recovery from Covid-19
- Wellbeing Assessment to be approved by March 2022:
 - Draft presented to PSB in November
 - Integrated assessment will be produced, summarising:
 - Wellbeing Assessment
 - Future Trends report
 - Population Needs Assessment
 - Consultation and engagement:
 - November-January with statutory consultees (including PRAP)
 - Wider engagement programme with members, senior managers and policy makers
- Recommendations from review of priorities and governance for recovery and renewal to be considered by PSB in November.



Thank you



This page is intentionally left blank



Policy Review And Performance Scrutiny Committee Recovery & Renewal Programme Update – Hybrid Working 11th October 2021

Page 13



Context - The Starting Point

- Council **transitioned to a 'work from home' model** for staff not working in critical front line services in response to Covid-19.
- **Council does not intend to revert to pre-pandemic working practices**, instead proposing a 'hybrid' model that seeks to maintain the benefits seen over the past 16 months whilst mitigating the risks identified.
 - Recovery and Renewal Cabinet Report, May 2021
- For the immediate future, whilst the Council is responding to the pandemic, the expectation is that **staff will continue to work from home where possible**.



Our Approach to Organisational Recovery

- What our **People** need to operate efficiently and effectively, including:
 - Policy & Working arrangements e.g. core hours
 - Management / staff guides ...staff training e.g. on managing outcomes
 - Performance Management
 - Health and Wellbeing Support
- Our **Accommodation** / workspace needs, including:
 - Spatial assessments, safe layouts, storage and document retention
 - Hybrid meeting arrangements
 - Touch down requirements – core buildings and community based
 - Workflow arrangements
 - Smart building technology
- Our **Technology** needs, including:
 - Desktop solutions / standardisation
 - Hybrid technology / meetings (staff and Members to consider)
 - Connectivity solutions
- What our **Customers** need, including:
 - A need to refresh any customer / resident engagement – post pandemic have expectations changed?
 - Automation and increased digitalisation
 - Use of data
 - Customer contact points Including those not able to use digital channels

People - Staff Engagement



Hybrid Working/Engagement Activity

- **Staff Engagement** – *September / October*
 - Video and Survey
 - Focus Groups
 - Team discussions
- **Management Task**
 - Shaping the Hybrid Working Model from a service perspective
- **Development of Corporate Policy to Support Hybrid Working**
 - Considers Health and Safety, technology requirements, specific terms and conditions etc.
 - Engagement with Cabinet, Staff, Trade Unions, Equality Network
- **Analysis**



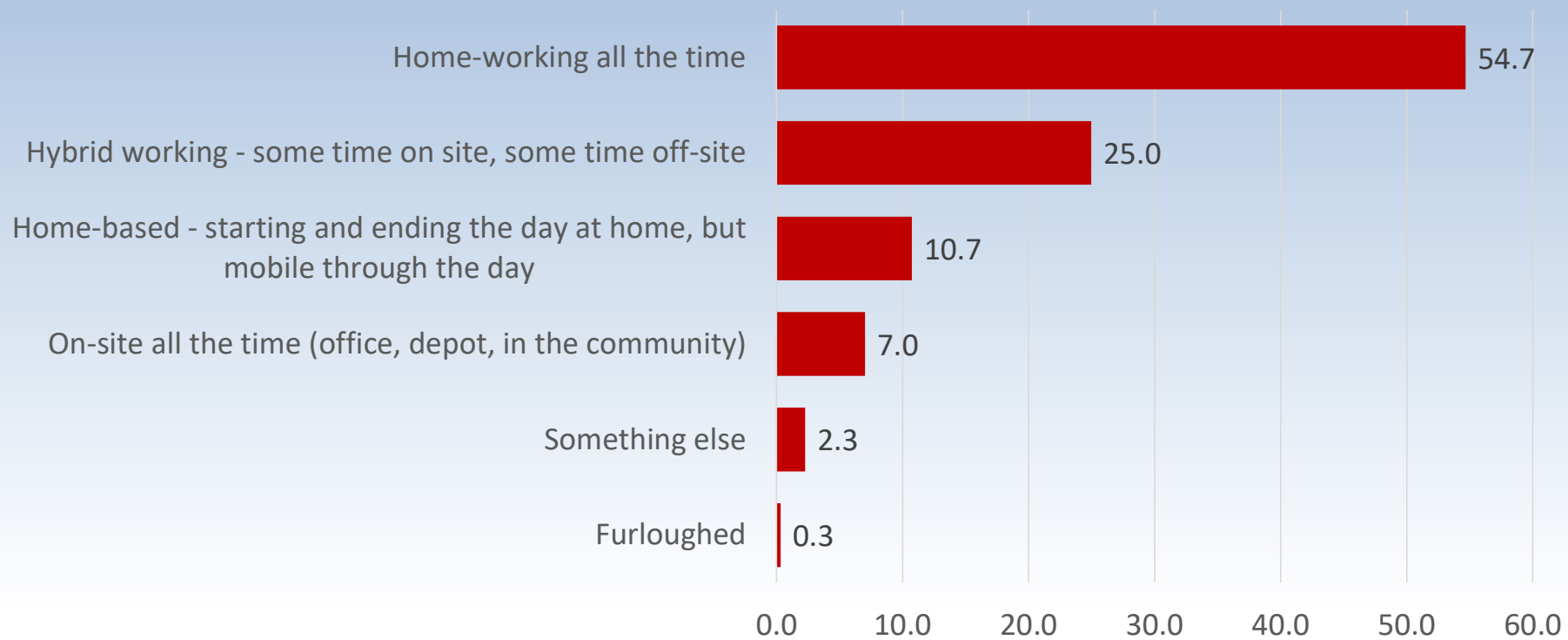
Hybrid Working Staff Engagement:

To date, **2,851** responses to the online survey have been received.

Directorate	Number
Adult Services	240
Children's Services	270
Commissioning & Procurement	26
Customer & Digital Services	250
Economic Development	256
Education & Lifelong Learning	286
Finance	229
Governance & Legal	103
Health & Safety	22
Housing & Communities	688
HR	74
Performance & Partnerships	71
Planning, Transport & Environment	295
Don't know/Left blank	41
	2851

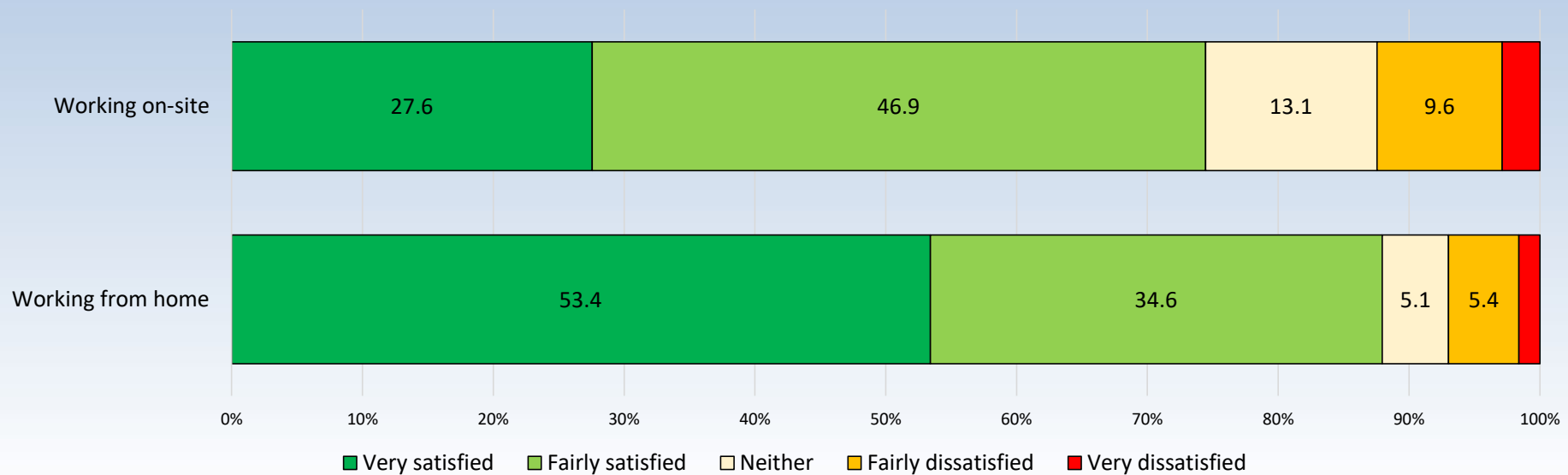


Since the start of the pandemic, which of the following best describes how you have been working?



Looking Back: Overall Satisfaction

Please rate your experience of working from home since COVID-19 pandemic



Looking back: Staff Working From Home All the Time

- **What worked well for you about working from home?**

- No commuting (87%)
- Flexibility (74%)
- Improved work/life balance (68%)
- Nothing (2%)

- **What worked less well?**

- Missed colleagues / social interactions (54%)
- Harder to differentiate home and work (32%)
- IT problems (31%)
- Nothing - I had no problems working from home (26%)



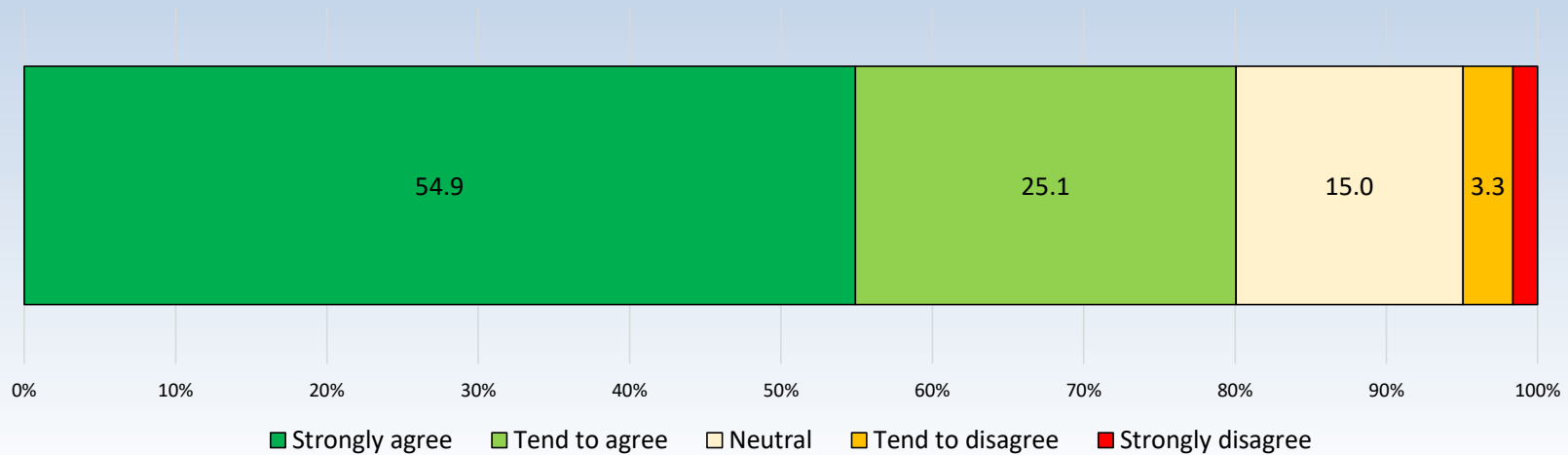
Looking back: Staff Working From Home All the Time

- 70% consider themselves to be more productive (a little or a lot)
- 63% have an increased workload (slightly or much increased)
- 66% have an improved sense of wellbeing (slightly or much improved)
- 57% feel slightly or a lot less stressed



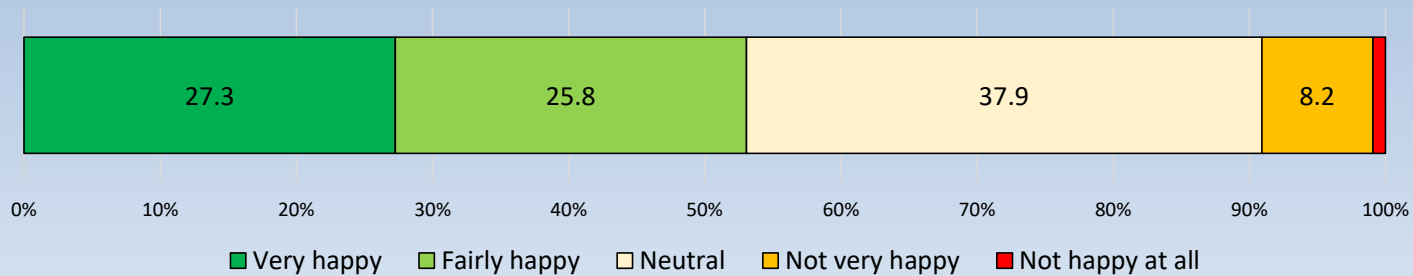
Looking back: Supported by your manager

Do you agree that you have felt supported by your manager whilst working from home?



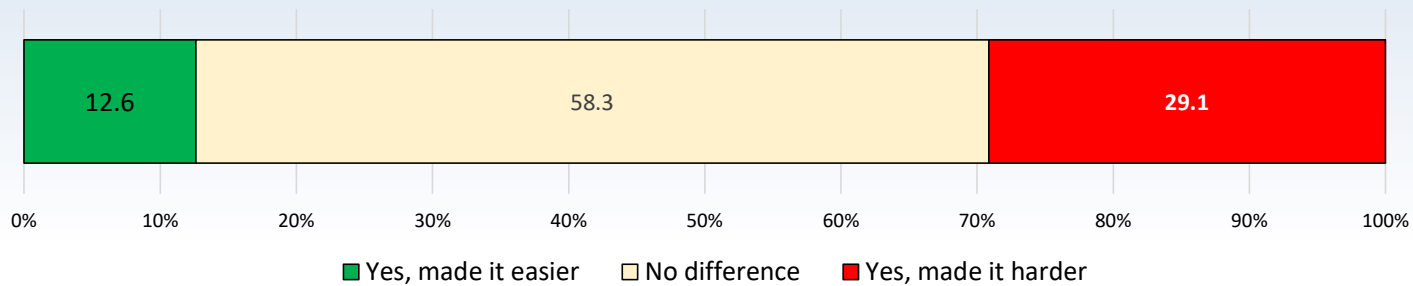
Looking back: Staff Working On Site All the Time

How do you feel about colleagues working off-site?



Very happy Fairly happy Neutral Not very happy Not happy at all

Has working with colleagues who are off-site affected your ability to do your job?



Yes, made it easier No difference Yes, made it harder



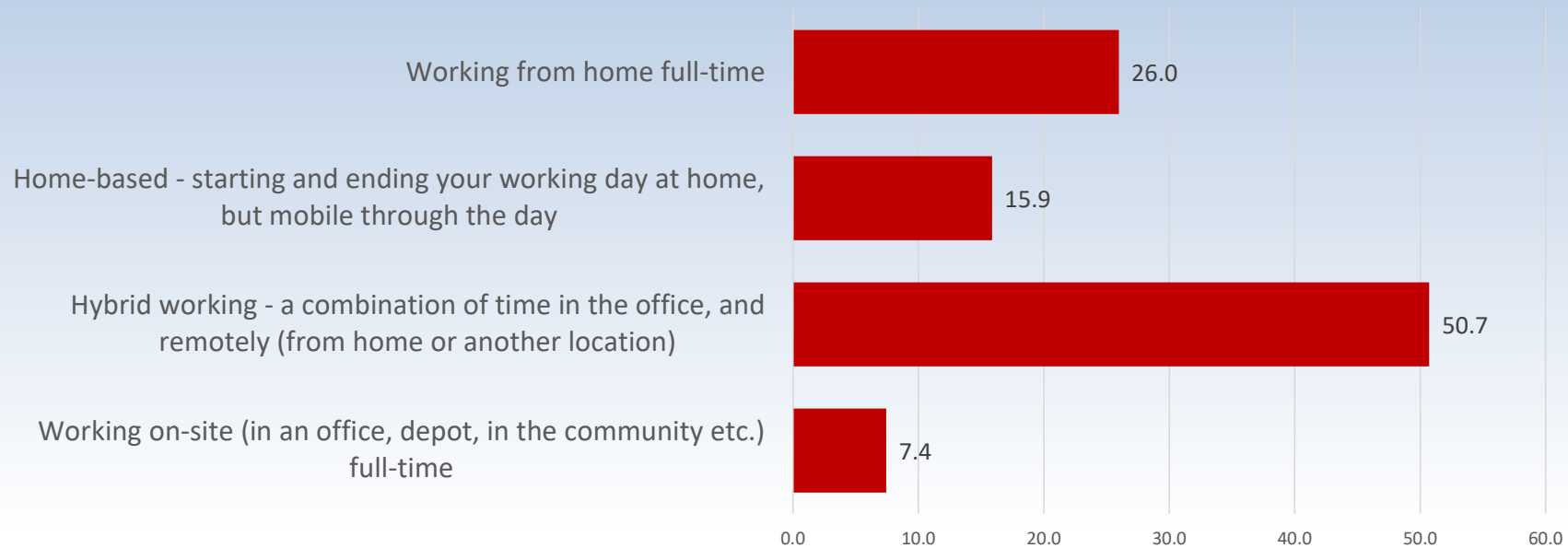
Looking Forward: Benefits and Disadvantages of Working on Site

Benefits		Disadvantages	
All the equipment I need is to hand	90%	Commuting	48%
Regular contact with colleagues	79%	Concerns around COVID-19 - social distancing, wearing masks, etc	37%
Separation of work and home lives	74%	No disadvantages	26%

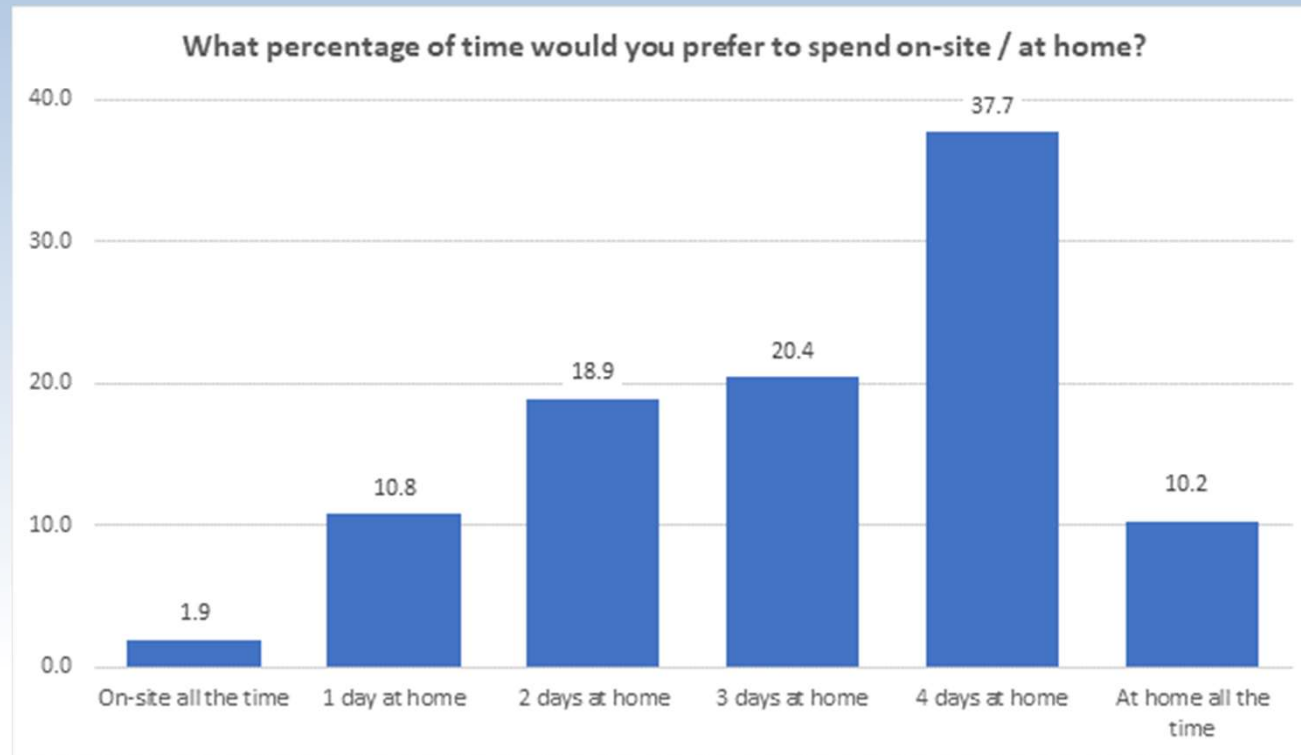


Looking Forward: Hybrid Working

Thinking ahead to the future, which of the following do you think would best suit your role?



Looking Forward: Hybrid Working



Looking Forward: Benefits and Disadvantages of Hybrid Working

Benefits		Disadvantages	
Less commuting	89%	Hot-desking when on-site	42%
Flexibility	83%	IT problems / Accessing support	34%
Reducing my carbon footprint	73%	No disadvantages	24%

What else will I need...

Nothing - I have all I need	44%
Different equipment	24%
Broadband / Wi-Fi	17%



Looking Forward: Benefits and Disadvantages of Home-based Working

Benefits		Disadvantages	
Less commuting	94%	Missed colleagues / social interactions	46%
Flexibility	90%	IT problems	27%
Reducing my carbon footprint	86%	No disadvantages	28%

What else will I need...

Nothing - I have all I need	49%
Different equipment	23%
Broadband / Wi-Fi	16%



Looking Forward: Benefits and Disadvantages of Home Working

Benefits		Disadvantages	
No commuting	97%	No disadvantages	45%
Reducing my carbon footprint	89%	Missed colleagues / social interactions	33%
Improved work/life balance	88%	IT problems	25%

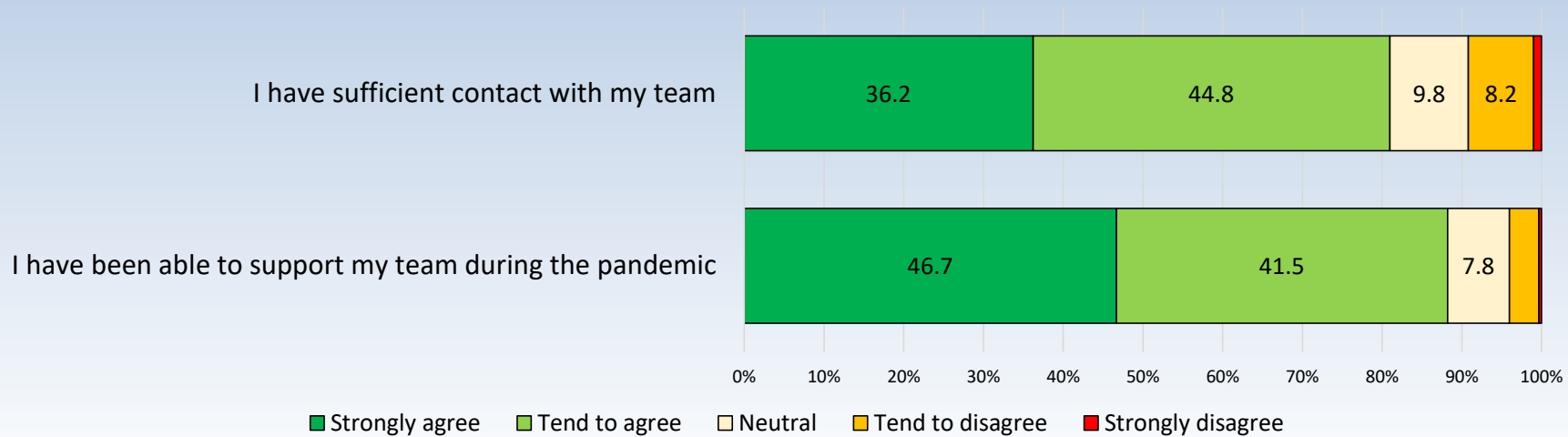
What else will I need...

Nothing - I have all I need	70%
Different equipment	9%
Broadband / Wi-Fi	9%



View from Managers (621 responses / 22% of total)

How much do you agree with the following statements?



Looking Back: Benefits and Disadvantages (Managers)

Benefits		Disadvantages	
Easier to set up meetings	68%	Concerns over staff wellbeing	49%
Use of technology	64%	IT problems	46%
Increased productivity	44%	Increased workloads	29%



Looking Forward: View from Managers

What else is needed to help your team work in a hybrid environment:

Nothing - hybrid working is successfully in place	35%
IT Support	20%
Different Equipment	19%



Next Steps

- **Survey closed end of September**
 - Directorate-level data available mid-Oct
- **Focus groups with following groups:**
 - Younger members of staff
 - Apprentices / New starters
 - Parents / Carers
 - Those identifying as disabled
 - Those living alone
 - Managers



Accommodation Considerations





Hybrid Working Key Principles

- **Work is what we do not where we do it – we will take a flexible approach in what we do, with our focus on being efficient and effective**
- **Hybrid Working will be embedded in the way we work, and this will be the norm, not the exception, in our organisation**
- **We will manage by results – measuring on outputs not presence**

It is expected that time spent within the core office will change depending on service demands. For some service areas this will mean working from the core office more often than others

Support and guidance for both managers and employees will help the transition of the organisation towards a new way of working

- **Our working spaces are shaped by the activities we do, not allocated to individuals**

It is recognised that we are a diverse organisation, delivering a wide range of services and our environment will be shaped to support this whilst embracing diversity and personal choice

An employee engagement and requirements gathering exercise will inform how an activity-based office environment will be designed to reflect future ways of working

- **We will take a Digital First approach in all our working practices**

Standardisation and modernisation of desktop, telephony & audio/visual solutions will ensure consistency. Employees will have the tools & software to carry out their work regardless of location

Improved connectivity will be achieved through increased WiFi coverage and through optimised usage of communication tools

Opportunities to improve customer experience via automation of processes will be explored and actioned



Our Culture

MANAGERS will:

- Empower employees to have the autonomy to choose where, when and how work is carried out whilst meeting the needs of the business
- Adapt management styles and working practices to ensure effective outputs are achieved and promote continuous improvement
- Be proactive in ensuring that effective communication and working relationships are maintained
- Be mindful of consistency to ensure fairness as well as considering individual personal circumstances & workstyles in decision making

EMPLOYEES will:

- Take greater responsibility when choosing where, when and how work is completed in order to achieve the required outputs
- Make the best use of technologies and their working environment to improve productivity and customer focus
- Utilise the Hybrid Working principles to meet the needs of the business whilst promoting their own wellbeing & work/life balance
- Take responsibility for own working practices and ensure effective communication & working relationships are maintained



Activity Based Working

Focus:

These tasks are likely to be carried out individually and require an environment that allows for concentration and minimal interruption.

Employees might choose to carry out a focussed task at a booked desk within a core office, within a pod at a core office or locality based hub or at home.

Page 38

Collaboration:

These tasks involve working with others either in person or via technology to achieve a goal and require an environment that enables creativity and innovation.

Employees might choose a project space, meeting room, lounge space or meeting pods to carry out these tasks.

Socialise / Network:

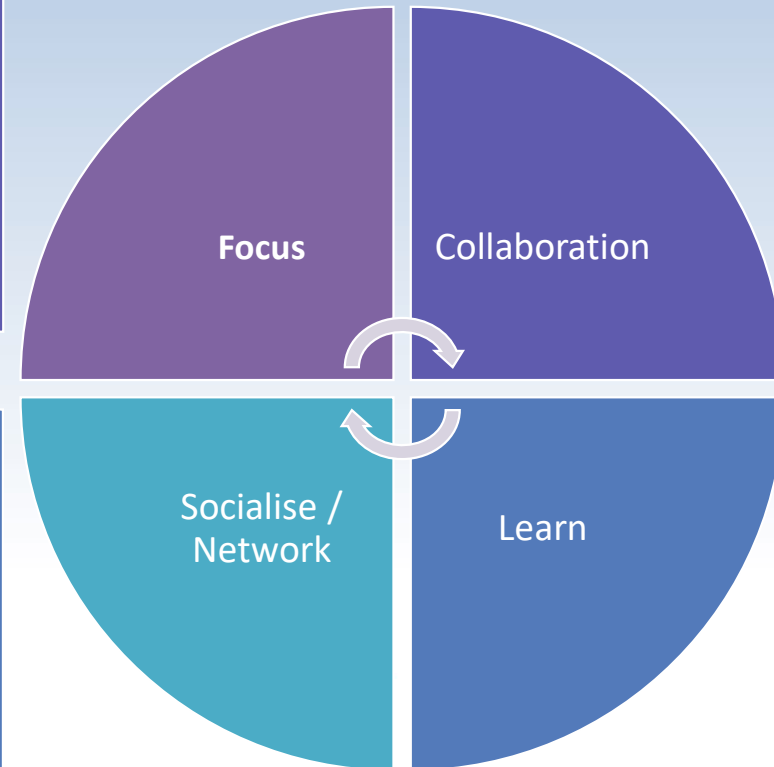
These tasks involve the sharing of information and ideas across teams, services and directorates across the organisation to achieve a common goal and promote a move away from silo working.

Employees might choose informal meeting spaces, Hybrid technology and meeting rooms, employee canteens or meeting pods to carry out these tasks.

Learn:

These tasks involve formal and informal training incorporating accredited courses, peer to peer contact, supervision and mentoring.

These tasks could be carried out in person or online within designated training rooms, digital pods, meeting rooms located at core office or locality hubs or virtually at home.



Activity-Based Working Environment – example settings



Standard Banks of Workstations



Touchdown Benches



Height Adjustable Standing Desks



Project/Collaborative Area



Room within a Room



Individual Quiet Pods



Medium/Large Meeting Rooms



Informal Meeting Spaces



Phone Booths



Home Working Environment



Café style seating

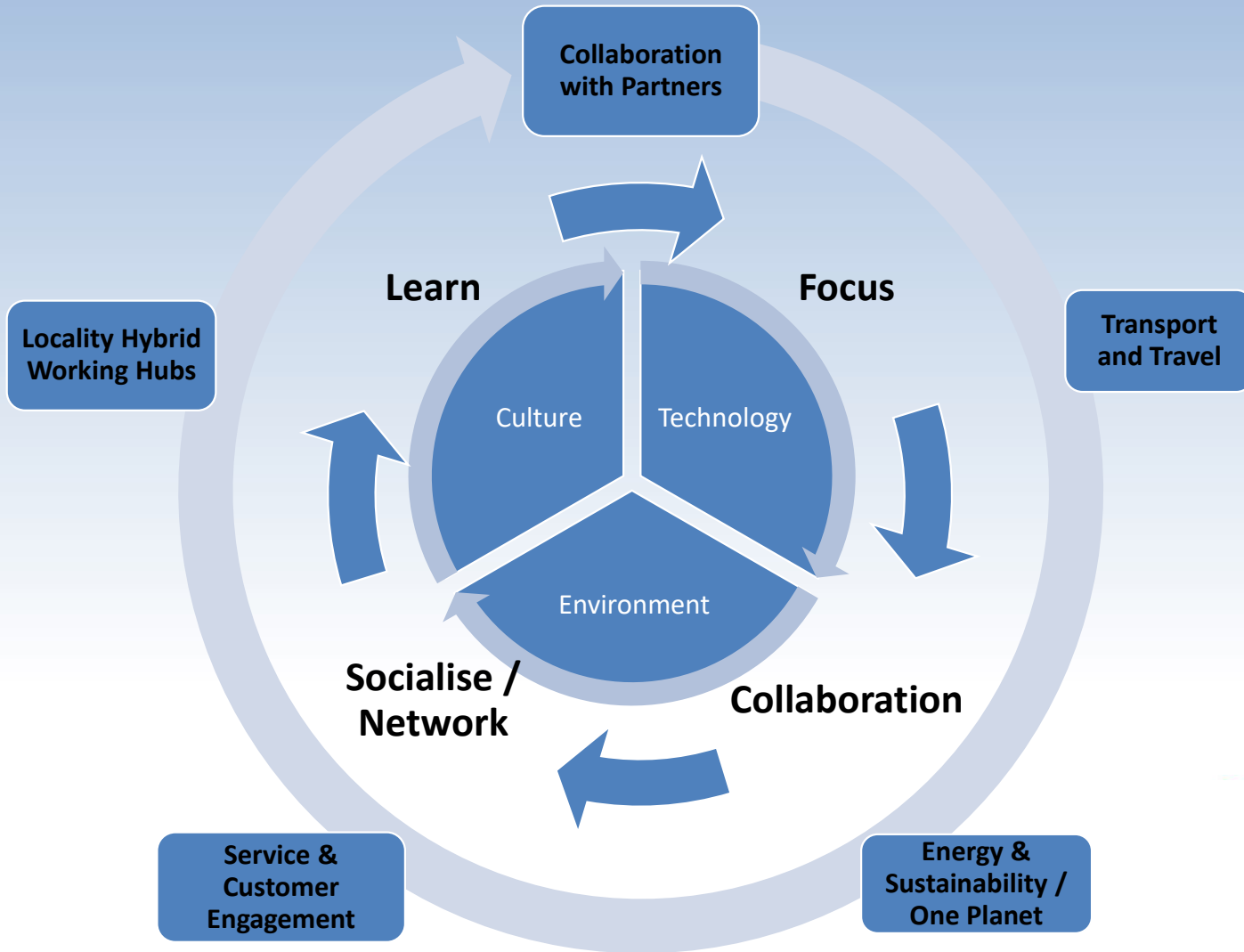


Lounge Seating



A Future Way of Working for Cardiff

Page 40





Car Parking, Travel & Transport

Car Parking

- Staff/Space ratios for short, mid & long term
- Disabled parking requirements
- Company car parking requirements
- Entry, Egress and Stacking

Travel

- Commute times
- Flow of staff in and out of the building
- Dependencies with PTE/One Planet methods of travel, such as the move to electric vehicles
- Engage with stakeholders on sustainable travel options

Transport

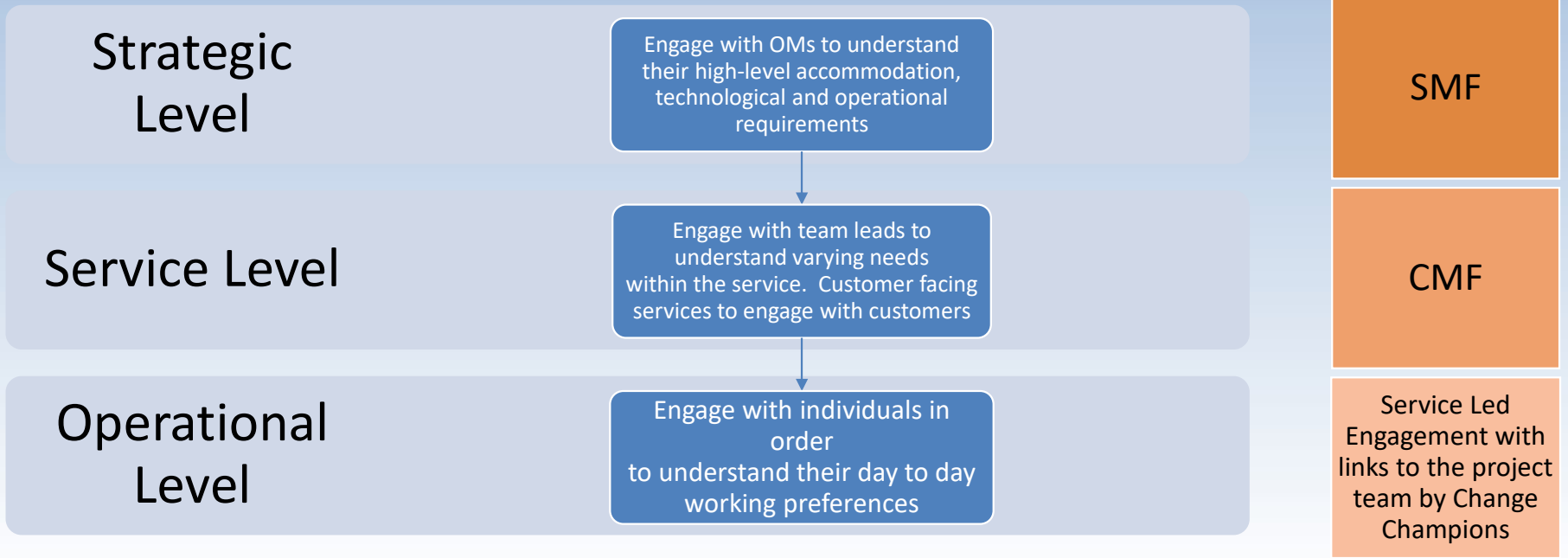
- Understand staff methods of transport
- Engage with stakeholders to understand Cardiff Council's future fleet strategy
- Dependencies with Transport White Paper

These themes will be explored during the requirements gathering process and aligned with future Core Office redevelopment plans and Travel and Transport strategies.



Requirements Gathering Approach

The approach to each stage will align and take into account principles agreed in relation to New Ways of Working and interdependencies with key corporate strategies





Desk Booking System

Desk Booker - Desk Booking
Select Date, Location and Preferred Desk

Location: ICT Room 439/453

Date: 30 September 2021

Time: am pm all day

Availability: Show administrator controls

Pod 5 - Desk 1	<input type="radio"/>	book
Pod 5 - Desk 2	<input checked="" type="radio"/>	book
Pod 5 - Desk 3	<input type="radio"/>	book
Pod 5 - Desk 4	<input type="radio"/>	book
Pod 5 - Desk 5	<input type="radio"/>	book
Pod 5 - Desk 6	<input type="radio"/>	book
Pod 5 - Desk 7	<input type="radio"/>	book
Pod 5 - Desk 8	<input type="radio"/>	book

- A desk can be booked by searching the location and selecting a date
- A desk plan within the office location will appear on the screen
- A desk can be booked for a morning, afternoon or full day



Desk Booking System

➤ Desks may also be booked based on a specific criteria. For example, a desk with a docking station, dual monitors or with wheelchair accessibility.

Page 44

Desk Booker - Search

Find people or assets

Find People or Assets

Search option
 Person Asset

Asset Title
docking station

Location	Desk	Asset	Action
ICT Room 439/453	Pod 5 - Desk 1	Docking Station	view
ICT Room 439/453	Pod 5 - Desk 2	Docking Station	view
ICT Room 439/453	Pod 5 - Desk 3	Docking Station	view
ICT Room 439/453	Pod 5 - Desk 7	Docking Station	view

Desk Booker - Search

Find people or assets

Find People or Assets

Search option
 Person Asset

Asset Title
enter asset title

Location	Desk	Asset	Action
ICT Room 439/453	Pod 5 - Desk 1	Dual Monitor	view
ICT Room 439/453	Pod 5 - Desk 1	Docking Station	view
ICT Room 439/453	Pod 5 - Desk 1	WheelChair Access	view
ICT Room 439/453	Pod 5 - Desk 2	Dual Monitor	view
ICT Room 439/453	Pod 5 - Desk 2	Docking Station	view
ICT Room 439/453	Pod 5 - Desk 2	WheelChair Access	view
ICT Room 439/453	Pod 5 - Desk 3	Dual Monitor	view
ICT Room 439/453	Pod 5 - Desk 3	Docking Station	view
ICT Room 439/453	Pod 5 - Desk 3	WheelChair Access	view

Desk Booker - Search

Find people or assets

Find People or Assets

Search option
 Person Asset

Asset Title
wheelchair

Location	Desk	Asset	Action
ICT Room 439/453	Pod 5 - Desk 1	WheelChair Access	view
ICT Room 439/453	Pod 5 - Desk 2	WheelChair Access	view
ICT Room 439/453	Pod 5 - Desk 3	WheelChair Access	view
ICT Room 439/453	Pod 5 - Desk 7	WheelChair Access	view
ICT Room - Test Access	Pod 5	Wheelchair Access	view
test	Desk 1	Wheelchair Access	view



Desk Booking System

Desk Booker - Desk Booking
Select Date, Location and Preferred Desk

Location: ICT Room 439/453

Date: 04 October 2021

Time: am pm all day

Availability: Show administrator controls

<input type="checkbox"/>	Pod 5 - Desk 1	book
<input type="checkbox"/>	Pod 5 - Desk 2	Set Aside
<input type="checkbox"/>	Pod 5 - Desk 3	Set Aside
<input type="checkbox"/>	Pod 5 - Desk 4	book
<input type="checkbox"/>	Pod 5 - Desk 5	book
<input type="checkbox"/>	Pod 5 - Desk 6	book
<input type="checkbox"/>	Pod 5 - Desk 7	book
<input type="checkbox"/>	Pod 5 - Desk 8	book

- The system is configurable to restrict certain areas or desk availability.
- This allows administrators to manage availability according to utilisation priorities. For example, a Community Hub may only be available corporately for touchdown at certain days/times of the week.



Journey towards Hybrid Working

JUL - SEPT 21

JUL - OCT 21

NOV - DEC 21

OCT - MAY 22

OCT 21

JAN 22

JAN - MAR 22

MAY 22

Pilot Exercise

Employee Survey

Change Management Exercise

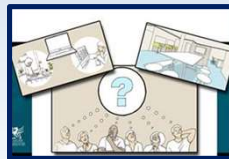
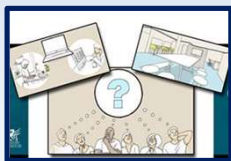
Employee Engagement

Desk booking System

Touchdown Space

Courtyard Re-design

Business Case



A pilot exercise in which categories of workers will be trialed within Housing and Communities

Hybrid Working employee survey results collated, shared and analysed

Engagement exercise with services to gain a high-level understanding as to how Hybrid Working will work in practice across services

Phased engagement exercise with teams - a progressive approach will allow for an effective feedback loop

Introduction of a simple & easy desk booking system to support new ways of working

Review possible touchdown points across the city

Join the Welsh Government pilot for touchdown spaces

Redesign of County Hall Courtyard to reflect activity-based working

Phased development of a Hybrid Working Business Case in line with Core Office accommodation business case

Technology



Key areas Being Actioned

- Key programme plan priorities include:
 - Digital and Data Strategy work
 - Desktop solutions for Hybrid and WIFI Access
 - Telephony options
 - Hybrid working requirements

Page 48



Customers



Main Contact Channels Available to our Customers

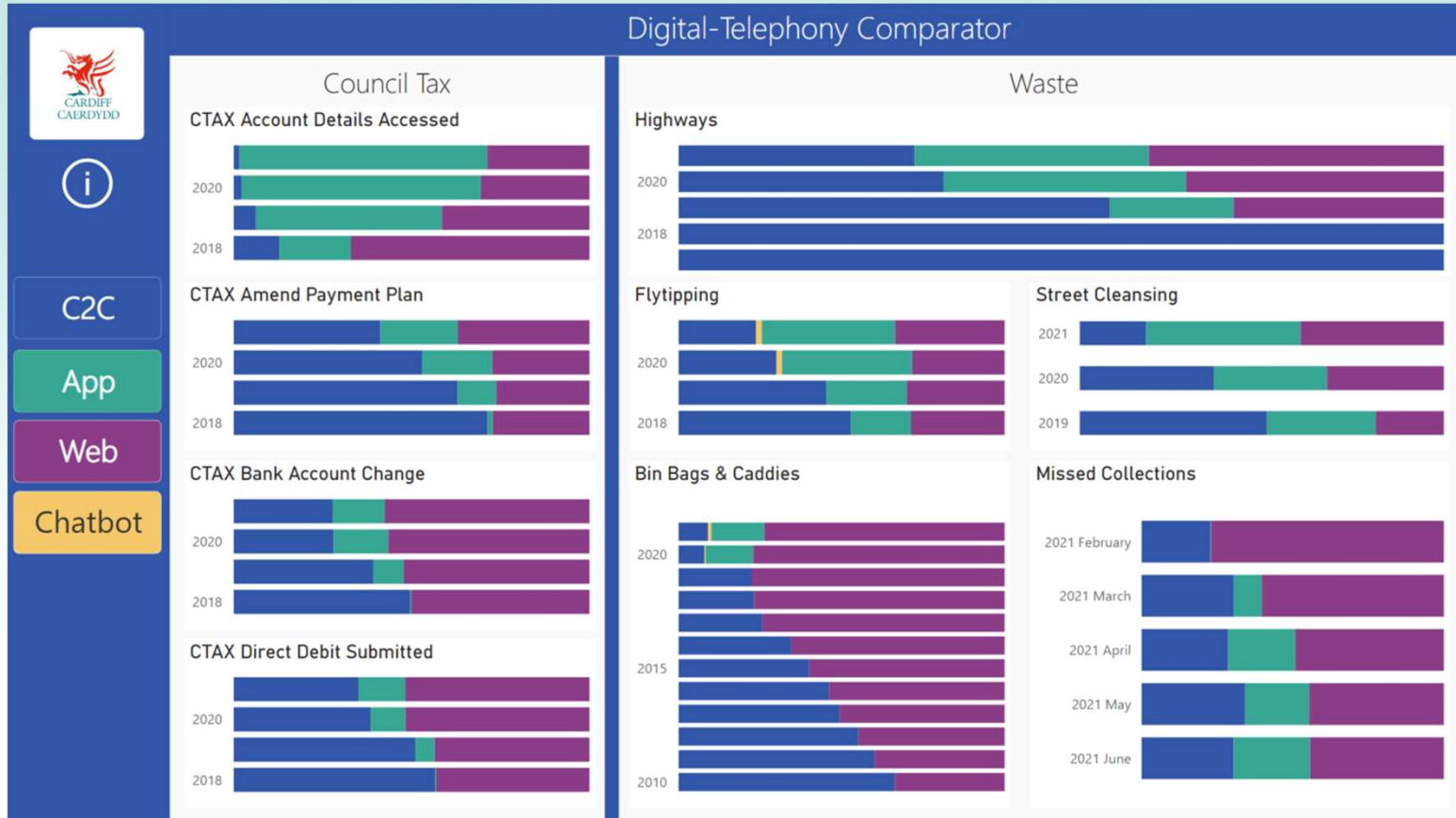


- C2C - Peak in 2015 of **826,815** contacts * triggering digital shift Reducing down to **652,386** (19/20 – Pre Pandemic) and **531,685** (20/21 During the Pandemic).
- Website – **4.1 Million** sessions in 20/21 (**9.6 Million** page views). Additional 50 sites in the whole portfolio representing Council services/initiatives
- App – **Downloaded 48,247 times**, 18 services available and expanding – **400,000** interactions with information/services in 20/21. Services built and released across web and app at the same time. Generally achieving **65%+** share in contacts.
- BOBi – Launched in 2020. **81,342** conversations with customers, **30%** outside office hours. Can transact on specific services, redirect to content and give advice.



Digital Services – Growth in Share over time where a like for like service exists

Page 51



CAPITAL AMBITION



Summary and Next Steps



In summary

- Programme established across 2 phases – ‘during’ and ‘post’ pandemic
- Hybrid Service Model being developed with staff / stakeholder engagement
- Work in progress given the complexities, for example:
 - Culture change not technology
 - Protocols for meetings
 - Locality working
 - Etc....
- Key linkages with other strategies eg One Planet and Economic Recovery
- Organisational Recovery report will set out a recommended service model
- Business Case analysis needed alongside development of the model – transformational impact ...eg productivity gains are key
- Key phase of this work as we become clearer on how we will operate services post pandemic



This page is intentionally left blank