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AGENDA

Committee POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

Date and Time of Meeting WEDNESDAY, 12 JUNE 2019, 4.30 PM

Venue COMMITTEE ROOM 3 - COUNTY HALL

Membership Councillor Walker (Chair)
Councillors Berman, Bowen-Thomson, Boyle, Henshaw, Lister, Mackie and McKerlich

1 Apologies for Absence

To receive apologies for absence.

2 Appointment of Chairperson & Committee Membership

The Council at its Annual Meeting held on 23 May 2019 appointed Councillor David Walker as the Chair and the following Members to this Committee:

Councillors Berman, Bowen-Thompson, Henshaw, Lister, Mackie, McKerlich and Walker.

3 Terms of Reference

The Annual Council, at its meeting on 23 May 2019, agreed the following terms of reference for the Policy Review and Performance Scrutiny Committee:

To scrutinise, monitor and review the overall operation of the Cardiff Programme for Improvement and the effectiveness of the general implementation of the Council's policies, aims and objectives, including:

- Council Business Management and Constitutional Issues
- Cardiff Council Corporate Plan
- Strategic Policy Development
- Strategic Programmes
- Community Planning & Vision Forum
- Voluntary Sector Relations

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- Citizen Engagement & Consultation
- Corporate Communications
- Contact Centre Services and Service Access
- International Policy
- Cardiff Local Development Plan
- Equalities
- Finance and Corporate Grants
- Organisational Development
- Cardiff Efficiencies Programme
- E-Government
- Information and Communication Technology
- Council Property
- Commissioning and Procurement
- Carbon Management
- Legal Services
- Public Services Board

To scrutinise, monitor and review the effectiveness of the Council's systems of financial control and administration and use of human resources.

To assess the impact of partnerships with and resources and services provided by external organisations including the Welsh Government joint local government services. Welsh Government Sponsored Public Bodies and quasi-departmental non-governmental bodies on the effectiveness of Council services delivery.

To report to an appropriate Cabinet or Council meeting on its findings and to make recommendations on measures which may enhance Council performance and service delivery in this area.

4 Declarations of Interest

To be made at the start of the agenda item in question, in accordance with the Members' Code of Conduct.

5 Minutes *(Pages 5 - 10)*

To approve as a correct record the minutes of the meeting held on 8 May 2019.

6 Workforce Strategy 2018-21 *(Pages 11 - 76)*

To review the progress in implementing the Councils Workforce Strategy.

7 Sickness Absence *(Pages 77 - 106)*

Update on the corporate position and to review progress in applying the action plan to address sickness levels.

8 Draft Annual Report 2018-19 *(Pages 107 - 136)*

Summary of the Policy Review and Performance Scrutiny Committee's impact during the 2018-19 municipal year.

9 Forward Work Programming *(Pages 137 - 144)*

10 Way Forward

To review the evidence and information gathered during consideration of each agenda item, agree Members comments, observations and concerns to be passed on to the relevant Cabinet Member by the Chair, and to note items for inclusion on the Committee's Forward Work Programme.

11 Date of next meeting

The next scheduled meeting of the Policy Review & Performance Scrutiny Committee is on Wednesday 10 July 2019 at 4.30 pm

Davina Fiore

Director Governance & Legal Services

Date: Thursday, 6 June 2019

Contact: Kate Rees,

029 2087 2427, kate.rees@cardiff.gov.uk

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POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

8 MAY 2019

Present: Councillor Walker(Chairperson)
Councillors Berman, Boyle, Cunah, Hudson, Lister and Mackie

80 : APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Bowen-Thomson

81 : DECLARATIONS OF INTEREST

Members had a responsibility under Part 5 (III) of the Constitution, the Members Code of Conduct to declare any interests and complete Personal Interest Forms.

82 : MINUTES

The minutes of the 10 April 2019 were approved and signed as a correct record.

83 : BILINGUAL CARDIFF

The Chairperson welcomed:

- Councillor Chris Weaver (Cabinet Member for Finance, Modernisation & Performance)
- Ffion Gruffudd (Operational Manager Bilingual Cardiff)

The Committee now had an opportunity to consider a revised action plan for the Bilingual Cardiff Strategy which formed part of the 2018-19 Welsh Language Standards Annual Report.

Councillor Weaver explained it was valuable the Committee look at the revised Action Plan. This was a live document and an opportunity for Members to provide their views.

The Committee received a presentation which outlined the following:

- Bilingual Cardiff Vision
 - Our vision to develop a truly bilingual Cardiff. A Cardiff where our citizens can live, work and play as well as access services and support in Welsh or English equally.
 - A capital city where bilingualism is promoted as something completely natural, and where the Welsh language is protected and nurtured for future generations to use and enjoy.
- Standard 145
- City Wide Strategy including partners
- NICO Review 2018 – The Strategy has built on strong foundations of consultation and communication.

- NICO's Recommendations – R7 consider reviewing the action plan in consultation with key partners (by the end of year 2, March 2019) with a view to updating or adapting the targets.
- Next Steps – SMT 21 May, Cabinet 13 June, Full Council 20 June.

The Chairperson invited the Committee to ask questions.

The Committee was advised of the resources in place to manage the Action Plan. Strong partnerships were in place to support progress going forward in order to have a fully bilingual Cardiff. It was recognised that all partners experienced financial challenges but ensuring that progress and development of the language was at the forefront of the agenda.

The Committee asked if the 35 partners were able to deliver and support the Action Plan.

Members were advised that the Action Plan had been agreed and partners were committed to realising the objectives. The Council had issued the Standard to promote its statutory obligations and it was in the Council's best interest to deliver.

Committee Members drew attention to Welsh Medium Education and the development of Plasdwr as a Bilingual School. The Committee expressed its concerns regarding the implication on the delivery of Welsh Language Standards of bilingual schools rather than dedicated welsh language schools.

The Committee was advised that Welsh Medium Education had Welsh in Education Strategic Plans (WESP) targets to meet, with the intention to establish a 7 form entry school by 2031.

Members were advised that in Cardiff the support for the Welsh language was good. One of the challenges experienced was how the bilingual skills could be utilised outside of the educational environment. The Council had also created a Welsh Tutor post in the Academy to maintain the increase in the number of welsh speaking in the authority and the provision of a "word of the day" scheme to encourage awareness and use of Welsh in the workplace.

The Committee was advised of the software packages were in place to support the Welsh Language. Ongoing developments in services and facilities were being realised in partnership with the Welsh Government and other organisations. Council officers were meeting with Microsoft to develop a bilingual Chatbot.

The Committee asked that an update be provided to the Committee in 12 months.

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

The Chairperson welcomed:

- Councillor Chris Weaver (Cabinet Member for Finance, Modernisation & Performance)
- Chris Lee (Corporate Director – Resources)
- Dean Thomas (Programme Manager, CADP)
- Ian Phillips and Samantha Clements from the Wales Audit Office.

The Committee would be considering a report from the Wales Audit Office (WAO) regarding their review of the arrangements to support the Capital Ambition Delivery Programme.

The Chairperson invited Councillor Weaver to make a statement.

Councillor Weaver drew attention to the two scrutiny committee's that had taken place by Policy Review & Performance addressing the Capital Ambition Programmes of Modernisation and Resilient Services. The Wales Audit Office were thanked for their role in the process and further scrutiny of the programme was welcomed.

The Chairperson invited the Wales Audit Office to comment.

The Wales Audit Office drew attention to the report of the Review of the arrangements to support the Capital Ambition Delivery Programme – Cardiff Council, explaining that work was progressing and officers were making progress.

The Committee noted the following:

- The Council was working constructively with other public services to help implement the Programme.
- The Council was focusing on how it could address its significant service demand drive service improvement and address medium term financial challenges through the Programme, but linked to its medium term financial plan could be strengthened.

Proposals for Improvement

P1 The Council needs to strengthen the role of scrutiny I engaging with and challenging the delivery and impact of the Programme to increase accountability and help provide momentum.

P2 The Council would benefit from a review of the Capital Ambition Delivery Programme management arrangement alongside others that support delivery of the Corporate Plan such as the Directorate Delivery Plans

P3 The Council could do more to assess the extent to which the Capital Ambition Delivery Programme was contributing to the achievement of the Council's £91M savings target and make links to the medium term financial plan.

The Chairperson invited the Committee to ask questions.

Members drew attention to the information they had received on Capital Ambition Modernisation and Resilient Services and were of the view there was very little to scrutinise and was more briefing information.

The Committee was advised that Cardiff had strengthened its working practices along with a programme to build links into scrutiny with scope for scrutiny to build upon. There were also opportunities to identify subject specific scrutiny involving Governance arrangements.

The Committee discussed progress and how this could be developed.

Members were informed that Capital Ambition delivered added value, which added positives linked into the Medium Term Financial Plan (MTFP). Service Reviews and how they were selected, contributing towards enhanced delivery models, guided by input from scrutiny.

The Committee was informed of the costs and benefits. Certain costs were monitored by the Investment Review Board (IRB), which analysed projects through the Change Programme. There were areas that could be strengthened by making projects more transformational.

The Committee asked to receive more detailed information before scrutinising items and what specifically the Committee should be considering.

The Committee discussed the methodology behind the scrutiny process in order to support productive scrutiny going forward and to have input in what was required when scrutinising Capital Ambition.

Members were advised of the governance in place for the programme and noted that some projects had not progressed from their infancy such as Electronic Signatures.

The Chairperson suggested that officers meet with him to analyse and discuss projects coming forward.

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

85 : DEVELOPING THE PROPERTY STRATEGY

The Chairperson welcomed the following:

- Councillor Russell Goodway (Cabinet Member for Investment & Development)
- Helen Thomas (Head of Property)
- Matthew Seymour (Principal Asset Manager)

Councillor Goodway explained that Estates were working on a Corporate Property Strategy and it was important to note the success and achievements of the current strategy. Possible changes could take place in the future and therefore it was vital to start thinking of a way forward for the programme that would meet the requirements of the Capital Programme.

The Committee received a presentation which outlined the following:

- Key Themes and Targets
 - Fewer but better buildings
 - Rationalisation, Collaboration, Modernisation
 - Property to be managed Corporately (strategically)
 - New governance: Asset Management Board chaired by CEX
 - 5 year targets
- Achievements
- Lessons Learned from 2015 -2020 Strategy
- High Level Plan
- Discussion Points

The Chairperson invited the Committee to ask questions.

The Committee asked for an update on the current position with Education and Corporate Landlord.

The Committee were advised that it was acknowledged the importance of Education determining property specification, however, in terms of identifying sites for schools Corporate Landlord would lead on the role.

The Committee asked about the issues with silo mentality, along with the issues of leadership and how was this progressing.

Members were advised that the Involvement of external public sector colleagues was supporting this moving forward. The Police were currently rationalising their estate and identifying locations, which could work better if co- located with other services such as Social Services and Housing. The Strategy was being developed to bring this together, which also had an impact on council departments who were being challenged by external organisations.

The Committee were provided with information on the Asset Management Board and the monitoring of Council owned property.

Members of the Committee were advised of the maximisation of the Strategic Estate and how this could be challenged. If organisations could not pay their commercial rent, should the Council subsidise the service and charge a lower rent to protect activities. If the Council recognised that an organisation was not in a position to run and fund an activity should that Commercial Asset Transfer (CAT) take place.

The Committee made reference to successful projects in the city and the involvement of the Co-operative model which supported and acted as a facilitator.

Members were advised that processes were in place to analyse co-locations and occupancy of space. The use of Council Hub's and joint working locations with Police and NHS services would bring services together and gain further access for support.

The Committee drew attention to new build developments and the cost of reinforced foundations if the footprint were to change in the future.

Members were assured that the estate was future proofed for 20 years to be more efficient going forward and support future development.

The Committee was advised that currently there was no specific report on Depot's. Work was underway but there was nothing definite to date.

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

86 : FORWARD WORK PROGRAMME

The Committee noted the items coming forward for future meetings and asked that Donna Jones, Health & Safety be available for Sickness Absence item.

87 : URGENT ITEMS (IF ANY)

None

88 : DATE OF NEXT MEETING - 12 JUNE 2019

**CYNGOR CAERDYDD
CARDIFF COUNCIL**

**POLICY REVIEW & PERFORMANCE
SCRUTINY COMMITTEE**

12 June 2019

WORKFORCE STRATEGY 2018-21 - UPDATE

Reason for the Report

1. To provide the Committee with a progress update on the application of the Council's Workforce Strategy 2018-21 since its implementation by Cabinet in July 2018.

Context

2. In line with the Policy Review and Performance (PRAP) Scrutiny Committee's Terms of Reference Members have responsibility for scrutiny of the implementation of the Council's human resources policies.
3. In May 2018 the Committee carried out policy development scrutiny of the Council's proposed 3-year Workforce Strategy 2018-21. Its comments and observations were captured in a letter to the Cabinet Member for Finance, Modernisation and Performance and response received. The Committees comments, observations and recommendations informed the final proposed strategy considered at Cabinet on 5 July 2018.
4. The 3-year Workforce Strategy 2018-21 was subsequently agreed by Cabinet and the strategy has been implemented.
5. Today's scrutiny will assess progress to date, and consider future plans, against each of the five key priorities of the Strategy.

Structure of the Papers

6. Attached to this report are a series of appendices to enable the scrutiny:

Appendix 1 – Cardiff Council Workforce Strategy 2018-21

Appendix 2 – Correspondence following the May 2018 scrutiny

- a. Chairs letter on behalf of the Committee to the Cabinet Member Finance, Modernisation and Performance
- b. Cabinet Members response to the Chair and Committee.

Appendix 3 – Cabinet report 5 July 2018 – Workforce Strategy 2018-21.

Appendix 4 – Presentation – Committee update for delivery on 12 June 2019.

Background

7. The Cabinet agreed Capital Ambition in July 2017, a wide-ranging programme of commitments for Cardiff including proposals and a programme of action to continue to drive the city economy forward, whilst ensuring that all residents feel the benefits of success. It focusses on four main areas:
- Working for Cardiff: *Making sure all citizens can contribute to, and benefit from, the city's success.*
 - Working for Wales: *A successful Wales needs a successful capital city.*
 - Working for the Future: *Managing the city's growth in a sustainable way.*
 - Working for Public Services: *Making sure public services are delivered efficiently, effectively and sustainably in the face of rising demand and reducing budgets.*
8. To support the aims and deliver the objectives of the Capital Ambition programme requires the Council to have the right people, with the right skills, in the right place, at the right time and at the right cost.
9. Furthermore, in order to retain a talented workforce it is important that employees want to work for the Council, and feel that they are valued and supported as individuals, in accordance with the Council's values.

Issues

10. Against a backdrop of modernisation, austerity and increasing demand for services the Council is required to explore alternative ways of providing services that will have significant implications for the workforce, and therefore require the Council to support the development of different leadership qualities and skills across the workforce. The Workforce Strategy is the mechanism for the Council to forward plan for new skills and leadership qualities.
11. In May 2018 Members heard that the Workforce Strategy sets out the key priorities to create a culture that supports high performance and enables a flexible, skilled, engaged and diverse workforce. It is shaped with the aims and priorities of Capital Ambition in mind and sets out the commitment to strengthen the link between business, financial and workforce planning, particularly through the current period of financial challenge and organisational change.
12. Motivating employees through change is a key leadership skill at every level of the organisation. These leadership skills include:
 - a. Providing a *line of sight* by making the Council's objectives clear at all levels, and inspiring and motivating people to deliver against those objectives;
 - b. Being *trusted* by people and acting in line with the Council's values and Employee Charter at all times, including having the courage and *support to challenge inconsistent behaviours*; and,
 - c. Empowering and *involving people* through a culture of trust and ownership where people feel empowered to make decisions and act on them.
13. The five key priorities of the strategy are:
 - i. **Equalities and Diversity** – a recognition that significant action needs to be taken in order to ensure that the Council's workforce is more reflective of its communities and that no groups are restricted from applying to or working for the Council

- ii. **Workforce Planning** – a process for identifying and addressing the gaps between the workforce of today and the human resources needs of tomorrow
 - iii. **Learning and Development** – improving the skills of our workforce in order to meet the needs and expectations of our customers and the changing requirements of the Council
 - iv. **Engagement of Employees and Trade Unions** – creating a positive and enabling culture to ensure that employees are listened to and that positive relationships are maintained through partnership working with the Trade Unions
 - v. **Health and Wellbeing** – embedding the health and wellbeing approach adopted by the Council and ensuring that it is maintained.
14. To deliver the Workforce Strategy required all Directorates to produce an Action Plan. The Human Resources service issued a Workforce Planning Toolkit to support directorates in developing their plans, recommending that this was achieved by holding a workshop to analyse existing workforce knowledge skills and abilities, identify requirements in the short and medium term, then identify the gaps, potential risks, training needs and resourcing issues.
15. The presentation attached at **Appendix 4** will be delivered at the meeting. For each of the priorities it provides an update of the current position followed by a slide on the actions required for 2019/20.
16. The Committee undertook policy development scrutiny in May 2018, following which the letter, attached at **Appendix 2a**, requested the following outcomes:
- That the Workforce Strategy:***
- referred to the recommendations of the Committee’s Customer Leadership inquiry;
 - clearly identified the workforce problems the Council is facing;
 - clarified where it is proving difficult to recruit and retain staff;
 - prepares to serve the increasing numbers of Welsh speakers to ensure that the Council workforce reflects the community it serves;

That the Council:

- re-assured staff that disability data would not be shared, but would enable the Council to collate an accurate profile to inform the strategy.
- acknowledge staff would be more willing to engage in workforce planning at team meetings;
- uses assets such as the Castle and St Davids Hall as a benefit to attract and retain staff;
- uses the Council's promotion of agile working as a benefit to attract and retain staff;
- uses the Stonewall branding and other employee networks (BME, Carers, Disability, LGBT, Women's network) in all job advertisements;

That the Committee would be interested in:

- sight of the service area data that exists on which to develop the workforce strategy;
- sight of the action plans and the final strategy;
- monitoring what has been achieved six months on from its implementation.

17. The Committee received a response to its letter, attached at **Appendix 2b**, the impact of its scrutiny was:

- Inclusion of a Customer Leadership focus within the Learning and Development section of the strategy.
- Challenges faced set out in the introductory section of the strategy
- Acknowledgement that whilst some visible gaps in recruitment and retention are known, the workforce planning process will reveal others through the action plans.
- Resources required to support the workforce planning process will be monitored.
- Employee engagement will be far wider than an employee survey.

- The role of softer benefits such as agile working in the recruitment and retention of staff will be considered.
- The Council's equality commitments have been included in the strategy.
- The Chief Officer Human Resources will update the Committee of progress a year on from the original scrutiny.

Scope of the Scrutiny

18. Members are invited to consider progress and forward plans for workforce planning, follow up previous issues the Committee has highlighted, and consider whether there are comments and observations that need to be captured in a letter during the Committees discussion of this item at the Way Forward.

Way Forward

19. To support this scrutiny monitoring the progress of implementation of the workforce strategy, in attendance will be Councillor Chris Weaver, Cabinet Member Finance, Modernisation and Performance; Philip Lenz, Chief Human Resources Officer, and Anita Batten, HR People Partner. A presentation will be delivered by Philip Lenz, Chief Human Resources Officer.

Legal Implications

20. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters, there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person

exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

Financial Implications

21. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters, there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

Recommendation

22. The Committee is recommended to:

- i) Consider the presentation and developments to date; and
- ii) Consider whether it wishes to offer its comments, observations, or recommendations on the Council's progress in implementing the Workforce Strategy to the Cabinet Member for Finance, Modernisation and Performance.

DAVINA FIORE

Director of Governance and Legal Services

6 June 2019

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Cardiff Council

Workforce Strategy

2018 – 2021



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Appendix A – Employee Data – December 2017

Appendix B - The Capital Ambition Delivery Programme components

1. Introduction

Having the right people, with the right skills, in the right place, at the right time and at the right cost is critical to us achieving our objectives as set out in the Capital Ambition. Furthermore, we need to ensure that employees want to work for us, feel that they are valued and supported as individuals, in accordance with the Council's values in order to retain our talented workforce.

To do this we need an integrated and holistic Workforce Strategy that sets out our future activities of what we need to do to ensure we have a workforce to meet the key priorities set out by Cabinet in the Capital Ambition.

The Council's approach to service development and innovation and our ability to deliver such change has been well regarded by our citizens, communities and partners. The traditional public service models of service delivery are being challenged in the context of modernisation, austerity and demand and alternative ways of providing services are being explored. This change agenda will have significant implications for our workforce. The Council will need to support the development of different leadership qualities and skills across the workforce.

The Council recognises that to deliver our corporate objectives we will need to engage effectively with our employees to inspire and encourage them to generate ideas and participate in improving how we deliver our services. We also need to continue with our development programmes and respond proactively to the feedback we get through our employee engagement activity.

This strategy sets out the key priorities to create a culture that supports high performance and enables a flexible, skilled, engaged and diverse workforce. It builds on the previous workforce strategy by both taking some of the activities identified in that strategy to the next stage and identifying new activities. The Workforce Strategy has been shaped with the aims and priorities of the Capital Ambition in mind and sets out the commitment to strengthen the link between business, financial and workforce planning particularly through the current period of financial challenge and organisational change.

Creating purpose in a fast changing environment whilst motivating employees through change has become essential for many roles. Outperforming organisations

foster leadership skills at every level of the organisation to deliver outstanding results. These leadership skills include:

- providing a line of sight by making the Council's objectives clear at all levels, and inspiring and motivating people to deliver against those objectives;
- being trusted by people and acting in line with the Council's values and Employee Charter at all times, including having the courage and support to challenge inconsistent behaviours; and,
- empowering and involving people through a culture of trust and ownership in the authority where people feel empowered to make decisions and act on them.

Our employees need to clearly understand what we need them to do, and why it is so important. As an employer, we need to understand the views and concerns of our workforce and more importantly how our workforce can help shape, and contribute towards the solutions that will help us meet our future challenges.

The Workforce Strategy sets out the corporate and cross cutting actions to ensure that the Council meets future workforce needs. The implementation of this Workforce Strategy will ensure the Council can unlock the full potential of its current and future workforce.

Councillor Chris Weaver

Cabinet Member for Finance, Modernisation and Consultation.

2. Capital Ambition

On 6th July 2017, the Cabinet approved the Capital Ambition as a statement of the new administration's vision and priorities for the Council. The programme is wide ranging with commitments covering all key council services. The Administration has emphasised the significance of this new agenda for the Council and its employees: *'Protecting the services that are most important to residents will mean challenging old ways of working and embracing change where we are convinced that it will deliver better services for the people of Cardiff'*.

The Capital Ambition reflects the challenges and uncertainty facing public services at present. The Council continues to experience severe financial pressures that require services to be challenged to deliver high levels of savings; demand pressures continue to increase, especially in the area of social services; and the Welsh Government continues to emphasise the development of 'systematic and mandated' collaboration among local authorities based in particular on a city-region footprint as part of its programme of public service reform.

Delivery of the Capital Ambition requires a reprioritisation of council priorities in the Council's policy and budgetary frameworks and the scale of the change envisaged by the Administration will require a significant refocusing of resources and capacity.

Capital Ambition sets out four priorities, each of which contain a series of 'commitments for Cardiff' covering a wide-range of Council Services:

- **Working for Cardiff** – Making sure that all our citizens can contribute to, and benefit from, **the city's success**
- **Working for Wales** – A successful Wales needs a successful capital city
- **Working for the Future** – Managing the city's growth in a sustainable way
- **Working for Public Services** – Making sure our public services are delivered efficiently and sustainably in the face of rising demand and reducing budgets

Capital Ambition also set out a series of principles that will underpin the development of the Council in the coming years:

- **Getting the Basics Right** – Maintaining a relentless focus on the performance of key statutory services
- **Digital First** – Making the best use of new technologies to deliver our services, and providing digital access indistinguishable from that available to citizens in every other aspect of their lives
- **Putting Communities Front and Centre** – Aligning community services, making sure that developments and investments in local communities are well-planned and maximise the impact of public investment through an

approach to 'locality working', building on the success of the Community Hub programme

- **Joining-up of Frontline Services** – Staff from across the Council, and across public services, will work increasingly across departmental and organisational silos, with a focus on delivering the best for citizens, communities and the city.
- **Purposeful Partnerships** – We will build strong partnerships, at the local, city, regional and national level to deliver for Cardiff.
- **A New Deal for Citizens** – Keeping our streets clean, hitting our sustainable transport targets and looking after our most vulnerable people cannot be achieved by the Council alone. We need a new deal with citizens through which we can work together to tackle problems and realise our shared ambitions for Cardiff.

Delivering the scale and pace of change envisioned by the Administration requires a significant refocusing of the Council's change management capacity in order to support a transformation of how key council services are delivered. In November 2017, Cabinet approved the establishment of a four-year Capital Ambition Delivery Programme to lend impetus to the implementation of the Administration's agenda, with a focus on areas where fundamental change is required.

The Capital Ambition Delivery Programme is composed of two discrete components:

- **Modernisation** – Transformation of corporate systems and processes that support service delivery
- **Resilient Services** – Transformation of front-line services

Details of these components are provided in Appendix B

Capital Ambition – Workforce Development and Staff Engagement

In delivering the Capital Ambition the Council's workforce strategy will need to be closely integrated with financial and service planning. In November 2017 the Cabinet approved a proposal that in order to ensure that the Council is able to match people to skills in order to deliver its objectives, workforce planning will be a central component of the Council's corporate planning cycle, and a consistent approach to workforce planning will be used across all Council Directorates.

Changes to service models driven by increased digitisation and integration of services at the community level will require employees to be provided with training and support. The Cardiff Academy and Cardiff Manager Programme will be adapted accordingly.

Delivering the Capital Ambition will require the buy-in of all council employees. A wide-ranging employee engagement programme is currently in place as well as a regular employee survey. These platforms will need to be refreshed in light of the Capital Ambition. Also as part of the employee engagement agenda the participation of employees in shaping the ideas for future service delivery will become even more important. As part of working in a digital way, employees will need the autonomy to develop and test their ideas in a way that fosters innovation while respecting the restraints a Local Authority faces.

3. Profile of current Workforce

Our ability to address and meet the future workforce needs will be, in part based on an analysis of the current workforce and identification of significant underlying trends.

The Council's workforce is its most valuable asset. Our workforce of over 13,000 employees is highly diverse and complex, reflecting the range and types of services which the organisation delivers.

A full analysis of our current workforce profile can be found at Appendix A. This information is informed by the Council's HR systems (SAP and DigiGOV) and is based on 31st December 2017, unless otherwise stated.

A summary of key points arising from the analysis are as follows:

- The Council currently employs a total headcount of 13,263 employees, equating to a total full time equivalent of 11,159.
- Employees' salaries account for approximately 39% of the Council's gross budgeted expenditure
- There are a wide variety of employment types including full-time, part-time, job-share, permanent, temporary, fixed-term, and term-time. 47% of employees work less than full-time hours.
- 7.15% have more than one contract of employment with the Council. Combinations of roles typically include Teaching Assistant, Midday Supervisor, Breakfast Club Supervisor/Server and Cleaner.
- The corporate FTE workforce has decreased by 2.81% over the last three years compared with a 3.51% increase in the schools workforce. There has been an overall 0.39% increase in the total corporate/schools workforce.
- The number of employees on Chief Officer terms and conditions of service has reduced from 103 to 92 over the last three years.
- The number of employees on Head teacher terms and conditions in schools has decreased from 134 to 131 since 2014
- The age profile across the Council is of concern with 20% of the workforce aged 55 and over but only 4% of the workforce under 25.
- Of our full-time workforce, 55% are women and 45% are men. However, the part-time workforce is made up of 86% women and 14% men. The overall gender split across both full time and part time employees is 30% men and 70% women.
- The ratio of women to men earning up to £50,000 per annum broadly reflects the gender balance within the Council. At the salary ranges above £50,000

the proportion of women to men paid at this level decreases, with the percentage split being 43% men and 57% women.

- The Council has calculated its gender pay gap as a mean hourly pay of 3.21% in favour of males.
- The proportion of employees in the council who indicate that they have a disability was 1.2% in March 2015. This has reduced to 0.81% in December 2017.
- The proportion of Black, Asian and Minority Ethnic (BAME) employees has increased from 5.5% to 6.8% since 2015.
- Of the 21% of employees who have provided information regarding their sexual orientation, 4.4% have identified as LGBT.
- Overall, the Council has 2.87% welsh speakers. Of the non-school based employees who have indicated their skills, 9.8% have stated they have a level of Welsh language skills.
- The average length of service with the Council is 11.47 years. 49.16% of staff have over 10 years' service with the Council.

4. Workforce Strategy Priorities

The Workforce Strategy is aligned to the Capital Ambition and is underpinned by the Council's values of Open, Fair and Together. The strategy sets out clearly the key priorities providing an explanation for each, along with the current position and what needs to be focused on over the next three years.

The strategy encompasses five key priority areas that will need to be addressed:

1. Equality and Diversity – strengthening our workforce to reflect the wider communities across Cardiff, and promoting the council as a potential employer for young people starting out on their careers.
2. Workforce Planning – a process for identifying and addressing the gaps between the workforce of today and the human resources needs of tomorrow
3. Learning and Development – improving the skills of our workforce in order to meet the needs and expectations of our customers and the changing requirements of the Council
4. Engagement of Employees and Trade Unions – creating a positive and enabling culture to ensure that the 'employee voice' whether that be views, information or suggestions is listened to or acted upon. Also recognition of the importance of maintaining positive relationships with trade unions
5. Health and wellbeing – embedding and further developing an approach which ensures the health and wellbeing of employees is maintained and improved

The Priorities

4.1 Equality & Diversity

A continuing challenge for the Council and a priority for the Capital Ambition is the need to ensure that its workforce reflects the wider communities across Cardiff. This will ensure the continuing accessibility and quality of our services. The Council also needs to progress the workforce actions set out in its Strategic Equality Plan and particularly in relation to the employment of BAME employees, those with a disability and other protected groups.

In addition, as the current workforce is an ageing workforce, we need to increase employment opportunities for young people by promoting the council as a potential employer for school and college and university leavers setting out on their careers.

The Workforce Strategy will play a pivotal role in the Council's commitment to ensure the Council has a workforce that is representative of its communities.

The elimination of discrimination, harassment and victimisation will continue to be achieved through the policies and procedures relating to employees that the council puts in place, ensuring that every employee is treated with dignity and respect.

Equality of opportunity is embedded through the recruitment and selection process. Also all training and promotional opportunities are advertised to all employees and a process is in place to support managers and employees to implement reasonable adjustments as and when required. The Single Status Collective Agreement has also ensured equal pay for equal work, closing the gender pay gap and encouraging a transparent system.

4.1.1 Position Statement:

The Council has developed and embedded five Employee Equality Networks: BAME; Carers; Disability; LGBT; and Women's. These are at a variety of stages in their development and self-management. These networks provide a vital and valuable resource to the Council. They have been established to further equality in the organisation. They support the Council to fulfil its duties in the Equality Act 2010 to promote equality, eliminate discrimination, harassment and victimisation and promote good relations between different groups.

The networks are for all Council employees, in all sections and at all levels of the organisation. Every employee is entitled and encouraged to become a member of one or more of the networks. The Council is committed to the recruitment and retention of disabled people and successfully transitioned from the **Positive about Disability 'Two Ticks'** scheme to the **Disability Confident** scheme in December 2016. The scheme is a free accreditation awarded by Job Centre Plus on behalf of the Department of Work and Pensions.

The Council has achieved **Disability Confident Employer - Level 2** accreditation up to 10th December 2019. In continuing our Disability Confident commitment, the Council is ensuring that disabled people and those with long-term health conditions have the opportunities to fulfil their potential and realise their aspirations

The Council has signed up to the TUC's 'Dying to Work' Charter which provides a good practice framework to ensure employees diagnosed with a terminal illness receive peace of mind and support with regards to the right to choose the best course of action for themselves and their families with dignity and respect.

The Council has been an active LGBT employer for a number of years and aims to ensure that the working environment is free from any discrimination. The Council is an open and inclusive employer that is committed towards LGBT equality by supporting a positive and welcoming workplace for all employees, regardless of their sexual orientation.

The Council is pleased to have achieved a mid-ranking position in Stonewall Cymru's UK wide Workplace Equality Index and look forward to working closely with Stonewall to improve further and build on the good platform achieved. The Council has an active LGBT Network, which supports events and organises awareness-raising activities throughout the year. The Network recently launched a very well received LGBT Ally initiative to encourage members of staff, regardless of sexuality or gender, to commit to be supportive of LGBT people.

The Council has become a Stonewall Diversity Champion, which is a leading employers' programme for ensuring all LGBT staff are accepted without exception and enables LGBT staff to reach their full potential in the workplace.

Cardiff Council Academy offers a range of equality related training. Equality training is provided both directly and via E-Learning

The Equality training provided through the Cardiff Council Academy includes:

- Equalities Awareness – includes Race and Religion
- Visual Impairment Awareness
- Deaf Impairment Awareness
- Disability Equality
- British Sign Language level 1
- Hate Crime
- Equality Impact Assessments

The Academy has recently partnered with one of the UK's leading deaf awareness training consultants, The Institute for British Sign Language and OFQUAL to deliver an interactive and highly dynamic training experience, whilst bringing employees closer to the Deaf Community.

The Academy, in partnership with RNIB Cymru, offers visual impairment awareness training to all Council staff for communicating with, and assisting, visually impaired customers and employees. The bespoke training sessions give insights into the

barriers faced by many visually impaired people and provides the skills to better assist and overcome these barriers.

The Council is working towards full compliance with the Welsh Language Standards with regards to its workforce to ensure that the Welsh language is treated no less favourably than the English language. The Council actively offer recorded language choice as well as extending linguistic rights to internal staff.

4.1.2 Actions Required:

- Promote the positive messages surrounding equality data with the objective of reducing the level of 'not recorded' data
- Continue to promote awareness of support available to employees with protected characteristics
- Monitor and promote training and development opportunities through Cardiff Academy
- Continue to have an on-going programme of policy reviews ensuring that all employee policies support those who may experience barriers to achieving their full potential
- Continue to develop and embed the five employee networks, working towards their self-management and the sharing of best practice. Also ensure that the networks have opportunities to provide updates to elected members and trade unions through Works Council
- Work with schools / colleges to promote the Council as an employer to young people
- Review the recruitment process to ensure that it remains a process which encourages all people to apply and does not provide any barriers for any particular groups
- To create a bilingual organisation that promotes the Welsh language and sets an example to other employers in the city.

4.2 Workforce Planning

Workforce planning is a process for identifying and addressing gaps between the workforce of today and the human resource needs of tomorrow.

Workforce planning is a continual process used to align the needs and the priorities of the organisation with those of its workforce to ensure it can meet its legislative, regulatory and service requirement as well as the organisational objectives. It ensures that the right people with the right skills are in the right place at the right time and at the right cost. In order for Directorates to identify their workforce needs, the council has introduced a mandatory workforce planning process as part of the corporate planning cycle. In order to develop this process further and to deal with a number of issues already identified a number of actions are required.

4.2.1 Position statement

The Council has been piloting a workforce planning process that aligns the council's business, financial and workforce plans. This has developed into an agreed process that allows service areas to evaluate their current workforce, to ascertain their future requirements and assess the availability of resources, and finally to develop an action plan to bring these together and manage the gap.

The Cabinet signed the Cardiff Commitment Pledge in November 2017 that committed to providing opportunities for young people across the Council through paid employment and work experience, as well as activities in schools and attendance at career fairs.

The Council has an established process for the recruitment of apprentices and trainees and has exceeded its target to recruit into these roles across the Council in 2017/18.

Work has been carried out to develop links with schools and colleges through school visits, careers fairs and work experience opportunities.

The Council has a well-established and successful volunteering programme run through Into Work Services that provides volunteering opportunities per annum across the Council.

The Council's internal admin/clerical resource CardiffWorks affords a wide range of candidates a variety of paid work opportunities in the Council. CardiffWorks provides opportunities to individuals who are unemployed, made redundant, not in education employment or training and has social inclusion at its core. Working closely with the Into Work Services, CardiffWorks attracts a diverse range of applicants representing the citizens of Cardiff.

The Council operates an Agency Managed Service through a neutral vendor under the National Procurement Framework for all agency workers. Matrix is the current AMS provider working with the Council in line with the Agency Workers Regulations.

This service enables the Council to manage the agency worker requirements and proactively respond to the needs of service areas.

4.2.2 Actions Required

4.2.2.1 Workforce planning process

- Embed the agreed workforce planning process across the Council
- Implement, as appropriate, a technology solution to enable scenario planning tools
- Identify corporately agreed skills required for the workforce and undertake a skills audit and gap analysis
- Identify initiatives for succession planning
- Design and implement a Talent Management Programme

4.2.2.2 Resourcing Strategies

- Identify areas where increased or different resources are required in the future due to posts being 'hard to recruit' e.g. Social Workers.
- Establish links with universities, colleges and schools as well as professional organisations to ensure that the skills required for the future workforce are being developed and to promote future employment opportunities with the Council
- Ensure the Council's recruitment process is attractive for future applicants including a review of the Council's recruitment portal and the Behavioural Competency Framework

4.2.2.3 Opportunities for young people

- Promote the Council as an employer to schools and colleges
- Ensure that the recruitment process and portal is not a barrier to gaining applications from young people
- Increase range of opportunities for apprentice and trainee roles

4.2.2.4 Work experience and Volunteering

- Continue and enhance work experience opportunities for young people across the council engaging with schools, further and higher education and community groups
- Continue to provide volunteering opportunities through the Council's Into Work Service

4.2.2.5 Agency Workers and Cardiff Works

- Develop and agree an Agency Worker Charter and review the number of agency workers used by Directorates, especially where agency workers have been used for a considerable period of time
- Ensure that agency workers are aware of vacancies for which they can apply
- Enhance the marketing of Cardiff Works opportunities as an entry channel into the council
- Ensure that the assessment process for applicants into Cardiff Works meets the skills requirement of the services engaging the employees.

4.3 Learning and Development

The best organisations are always looking for opportunities to improve. They know that every small change adds together to enable them to constantly outperform. It is essential that people's capabilities are actively managed and developed. This allows people to realise their full potential and ensures that the Council has the right people at the right time for the right roles.

There is a need to improve and develop the skills of our workforce so that they meet the needs and expectations of our customers and changing requirements of the council. The need to identify and maximise the skills, abilities and potential of our employees will be increasingly important as resources continue to tighten. Innovative approaches to training and development are needed as we seek to keep pace with the change agenda whilst maintaining the quality of day-to-day services.

There is also a moral and corporate social responsibility for us to develop the essential skills of employees in order to support them to overcome this barrier to reaching their full potential. This is achieved in a variety of ways including increasing access to essential skills training and support.

There is a focus on continuous improvement. Employees need to be encouraged and developed to use internal and external sources to come up with new ideas and approaches, supported by a culture that encourages innovation.

The methodology for defining development needs will need to be sharper as will the need to exploit skills and talents that are there within the workforce but not known or understood.

4.3.1 Position Statement

Cardiff Council Academy updated its training facilities in City Hall in 2016/17 and now has eight good quality training rooms including two IT Suites. With the exception of Health & Safety courses, the training delivered through the Academy is provided at no cost to Cardiff Council Staff.

The upgrade of facilities coincided with the Council entering into a Service Level Agreement with Caerphilly Borough Council for the delivery of a wide range of Health & Safety Courses. While the Service Level Agreement is no longer in operation the Trainer transferred to Cardiff Council and continues to deliver an average of twelve Health & Safety Courses a month.

The Academy is also responsible for the delivery and development of the Cardiff Manager Programme that offers participants the opportunity to gain an ILM L3 qualification, the benchmark standard for Cardiff Managers. 74% of all line managers have completed the Cardiff Manager Programme since it was introduced in late 2014 and course modules are currently being adapted to reflect the Capital Ambition of the Council.

With new facilities, dedicated Health & Safety training, and a refocused training programme driven by Corporate priorities, the Academy now delivers classroom-based training to approximately 2,500 participants per year and records over 1,500 e-learning completions annually.

4.3.2 Actions Required

4.3.2.1 Skills Training

- Opportunities will be available for staff to develop Entrepreneurial Skills in line with the requirements of Capital Ambition.
- As a Digital First/Digital by Default Council, staff will have the opportunity to develop digital skills using PC's, Tablets and Mobile Phones.
- Completion of the Attendance and Wellbeing e-learning module will be mandatory and this will be supported by monthly classroom based training sessions to support the implementation of the revised Attendance and Wellbeing Policy.

4.3.2.2. Development Programmes

- Ensure that training is available to develop the skills and culture required to deliver the Customer Leadership requirements of the organisation
- Continue and further develop the Essential skills programme across the council
- Promote the use of WG Funded apprenticeship qualifications as these embed essential skills and NVQ development to managers and employees across the Council
- Further develop NVQs where an apprenticeship qualification is not available or suitable
- The Capital Ambition Development Programme, including An Introduction to Entrepreneurship, Cardiff Manager Programme (ILM L3) and Cardiff Manager Programme 2 (ILM L5) will provide a development journey for employees, enabling them and their managers to map their development and link it to their job roles and ambitions within Cardiff Council.
- Cardiff Manager Programme will remain benchmark management development programme for all current managers/supervisors and as a development opportunity to prospective managers. The programme will be delivered in line with the ILM Level 3 in Leadership and Management. ILM L3 in Service Improvement and Coaching and Mentoring can be offered as 'add ons' to the main 'Capital Ambition' focused Cardiff Manager Programme.

- Continue Mentoring Young People training to support managers and mentors working with young people, apprentices, trainees or those on work experience

4.3.2.3 Apprenticeships and Higher Apprenticeships for existing employees

- Promote and enhance apprenticeship qualification opportunities for existing employees in order to promote vocational training ensuring the council maximises its return on investment of the Apprenticeship Levy

4.3.2.4 Learning and development methodologies

- The Academy will lead on the development of a Corporate L & D Strategy.
- Further work is required to identify and streamline the processes that enable the capture of L & D needs across the Council. This can be expected to include DigiGOV, Personal Reviews, Surveys and feedback from Ambassadors and the full range of Network groups.

4.4 Engagement of Employees and Trade Unions

The Council's employees are at the heart of the organisation and are its most valuable asset. Their wealth of experience on the job makes their views and suggestions key to informing the future of council services. Creating a positive and enabling culture will be the council's primary goal. Communicating clearly and regularly with employees and trade unions and ensuring that the 'employee voice' is listened to over this period of change is vital to improving employee morale and engagement.

There has been a wide-ranging employee engagement programme in recent years, including Chief Executive roadshows, communication campaigns, and tools including a new staff app, and an engagement programme including bi-annual Employee Voice staff conferences, regular senior management, middle management and Ambassador forums. The impact of these improved arrangements have been evidenced by the responses to the annual Employee Survey which showed improvement from the previous survey in relation to all ten questions asked, with all red outcomes from the previous survey mitigated to amber. However, there is a need for these processes to be refreshed in light of the Capital Ambition.

As part of its engagement and partnership activities, the Council recognises the importance of maintaining good relationships with Employees and the Trade Unions and, as such, is committed to working in partnership with the Trade Unions. This partnership is built on principles and practices of shared commitment between the organisation and the people who work here.

4.4.1 Position Statement

Employees

Cardiff Council is committed to employee engagement and this was recognised by the Council being awarded the CIPD Wales award for Employee Engagement in 2017 against competition from Wales & west Utilities and Welsh Water. The maintenance of such engagement will be required over the life of this strategy.

The Council has developed a number of forums for engagement such as Senior Management Forum, Cardiff Manager Forum and Ambassadors. It is envisaged that these forums will continue during the life of this strategy.

The Council has set out a clear framework for employee engagement over the coming years, aligned to the Capital Ambition priorities, helping to articulate the implications for employees and the clear need for their involvement and contribution as set out in the Employee Charter.

It is essential, during the life of this strategy, that the focus on employee engagement be maintained with a move towards both more Directorate led engagement and a

development in the methodologies of engagement to ensure that all employees are reached, with a focus on frontline employees.

Over the last few years, the Council has been committed to receiving and acting upon employee feedback through the Employee surveys and the resulting action plans. This commitment remains within this strategy, however a review needs to take place firstly to ensure that the methodology for surveying is the most appropriate for ensuring the highest levels of responses and secondly to ascertain whether there is a desire to continue with previous questions or whether there are new items to measure.

Trade Unions

Significant work has taken place to ensure that there is a positive partnership relationship between the organisation and the trade unions through the establishment of a culture of engagement, and it will be essential to the development of the Council and its services for this to continue during the lifetime of this strategy.

It will be vital, in order to meet the aims of the Capital Ambition, that there is a working environment where the ideas, views, knowledge and experience of all are listened to, considered and valued.

A number of forums have been established to support this partnership:

- Works Council
- Service Area Joint Committees
- Local trade union consultation forums
- Trade Union Partnership meetings for consultation on the new change programme and corporate and HR policies
- Ad hoc consultation processes as and when required
- Employee Equality Networks

Over the last couple of years, there has been closer working relations with the Trade Unions particularly in the development of future strategies for the delivery of services, such as Commercial Services. This process for making sure there is early and timely involvement to enable the unions to contribute to the development and implementation of future strategies will continue for the lifetime of this strategy and beyond.

A number of trade union initiatives have been promoted and/or endorsed within recent times including:

- Stress Control programmes
- TUC Dying to Work Charter
- Time to Change
- Sports therapy massage preventative support

4.4.2 Actions Required

- Defined employee engagement programme to be developed with a focus on Directorate delivery.
- At least annually, there will be an engagement event with the broadest group of employees led by the Cabinet and the Chief Executive.
- The Chief Executive's office together with Member Services will arrange a number of visits to frontline services for both Cabinet and the Chief Executive
- Directors will ensure that they have a programme of two-way engagement for their employees that will include larger as well as smaller events. Portfolio members will also attend these.
- Surveying of employees in order to gather feedback will continue however the format and questions will be developed in consultation with Cabinet and senior management team.
- Review current and develop mentoring programmes across the Council
- Develop the next level of Trade Union Partnership workshops facilitated by ACAS
- Development of an Agency Worker Charter
- Continue to promote trade union initiatives

4.5 Health and Wellbeing

The health and wellbeing of employees is important as it produces positive attitudes, motivation and innovative thinking and is therefore an important factor in building employee engagement.

It is important for the Council that it manages its attendance levels in order to ensure that there are sufficient resources to provide services to our communities and to manage the cost of absence that has to be paid from the public purse. The Council is striving to increase attendance levels and has undertaken a number of actions to work towards this. The good health and wellbeing of our employees is an important aspect of this.

Proactive approaches are available in the form of CareFirst and mindfulness sessions, which supports employees with self-help measures for mental health conditions. The Occupational Health site offers a raft of information to help employees and managers understand and manage health, also providing self-help advice from reputable agencies.

4.5.1 Position statement

The Council developed and implemented a Health and Wellbeing strategy in June 2016 and has implemented a variety of interventions to improve the health and wellbeing of our employees. These have included:

- Set up of employee Health and Well-being Group made up from all levels of the organisation

Awareness talks on a range of topics held at a number of core buildings

- Health and Well-being fayres held at County Hall, Willcox House, City Hall and Lamby Way
- Set up of 2 employee choirs
- Dedicated intranet page and monthly newsletter
- Mental health awareness events
- Promotion of national awareness days

In November 2016 the Council achieved the Bronze Corporate Health Standard Accreditation and shortly afterwards, in March 2018 achieved Silver standard.

4.5.2 Actions Required

- Complete the actions as set out in the APSE Absence report recommendations in contribute to the improvement in absence levels
- Assess whether the next levels of the Corporate Health Standard Accreditation are achievable over the lifetime of this strategy and if appropriate work towards these.

- Embed agile working within the Council ensuring that not only the mechanisms are in place to support agile working but also the culture.
- Increase participation in Health and Wellbeing initiatives.

Appendix A

Employee Data As at 31st December 2017

Age profile

Age Group	Council (less schools)		School Employees		Total	
	No	%	No	%	No	%
16-24	200	34.54%	379	65.46%	579	4.37%
25-34	1077	38.56%	1716	61.44%	2793	21.06%
35-44	1400	41.98%	1935	58.02%	3335	25.15%
45-54	1872	47.80%	2044	52.20%	3916	29.53%
55-64	1385	59.60%	939	40.40%	2324	17.52%
65+	184	58.23%	132	41.77%	316	2.38%

Gender profile across full time and part time workforce

FTE Range	Number of employees	% of overall workforce	Female		Male	
			No	%	No	%
100%	6994	52.73%	3868	55.30%	3126	44.70%
90 - 99.99%	533	4.02%	455	85.37%	78	14.63%
80 - 89.99%	1814	13.68%	1551	85.50%	263	14.50%
70 - 79.99%	464	3.50%	391	84.27%	73	15.73%
60 - 69.99%	830	6.26%	716	86.27%	114	13.73%
50 - 59.99%	827	6.24%	745	90.08%	82	9.92%
40 - 49.99%	648	4.89%	579	89.35%	69	10.65%
30 - 39.99%	271	2.04%	237	87.45%	34	12.55%
20 - 29.99%	436	3.29%	373	85.55%	63	14.45%
10 - 19.99%	384	2.90%	361	94.01%	23	5.99%
0 - 9.99%	62	0.47%	44	70.97%	18	29.03%

BAME profile of workforce

Racial Group	Employees		2011 Census %	
	%	No.	Cardiff	Wales
Asian	2.73%	330	8.00%	2.20%
Black	1.77%	214	2.40%	0.60%
Chinese / Far East	0.37%	45	1.20%	0.40%
Mixed Ethnicity	1.93%	233	2.90%	1.00%
Other	0.27%	33	2.00%	0.50%
White Gypsy / Traveller	0.01%	1	0.20%	0.10%
White Irish	0.57%	69	0.70%	0.50%
White Other	0.69%	83	3.50%	1.80%
White European	1.42%	171		
White British *	90.24%	10905	80.00%	93.20%

* Includes White English, White Scottish and White Welsh

Sexual Orientation of the workforce

Sexual Orientation	Total	
	No	%
Bisexual	19	0.14%
Gay	64	0.48%
Heterosexual	2643	19.93%
Lesbian	18	0.14%
Other	20	0.15%
Prefer not to say	109	0.82%
Not Recorded	10390	78.34%

The Capital Ambition Delivery Programme components

Capital Ambition Delivery Programme – Modernisation

Delivering Capital Ambition will require an interlocking programme of work to modernise the Council's corporate systems and processes that support service delivery, streamlining and simplifying the Council's internal processes and systems; making better use of the Council's (and partners) asset base, and finding new and better ways of working to take advantage of new technology. Specific programmes will include:

- Digital First – A digital approach will be applied throughout the organisation, in order to digitise both processes that affect the whole council and those that are service-specific. A key focus will be on business processes, ensuring that technology is applied to a system that is as effective as it can be.
- Reshaping the Council's Property Estate – Property represents one of the Council's most significant assets and areas of spend, acting as the second largest call on the Council's budget. A number of commitments have been made to improve the strategic management and planning of the Council's operational estate including
 - Continued investment in improving the schools estate
 - Acceleration of the modernisation and rationalisation of the Council's operational estate
 - Co-location of community services at the 'locality' level
 - Reviewing the Council's core office estate to ensure that the Council is operating from modern, cost effective and fit for purpose premises
 - Reviewing delivery arrangements across the Council's commercial venues
- Regional collaboration on shared services – The Council will explore proposals and related business cases for transactional or specialist services to be delivered on a regional basis. Also as part of the Cardiff Capital Region City Deal Heads of Terms, the Council is committed to collaboration in the delivery of strategic economic development, skills and training, regeneration, transport, planning and housing functions on a regional basis. However even with this commitment, it will be essential that local capacity and responsibility for key strategic economic development, housing, planning and transport be maintained, as well as local discretion and flexibility to undertake certain activities locally.
- Fundamental Service Reviews – Given the scale of the long-term financial challenges facing the Council all services will need to be subjected to detailed and challenging review. Therefore, a rolling programme of Fundamental Service Reviews will be undertaken, with external input, and the involvement

of Cabinet. These reviews form a core component of the Capital Ambition Delivery Programme.

Capital Ambition Delivery Programme – Resilient Services

The Capital Ambition states that there is a need for the Council to work ‘*across the public services in order to deliver lasting solutions to complex problems*’. To do so will require that traditional organisational and service boundaries are broken down, and that services, stakeholders, assets and resources are brought together around the particular needs of people and local communities. Specific projects in this programme will include:

- Service Integration in Social Care, Health and Housing – The demand pressures and costs associated with an ageing population are significant, and are projected to increase. Building on initiatives such as the Independent Living Service, there will be a need to find solutions to these long-term challenges that will mean adopting a whole-system approach across social care, health and housing to help older people stay safe, as healthy and independent as possible, and to lead lives that have value, meaning and purpose in their own homes, and in their communities.
- Service Integration in Support of Vulnerable Children – Despite the implementation of a number of successful preventative measures, the Council continues to experience growing pressures in the area of Children’s Services. Outcomes for children are best when they are supported to grow and achieve within their own families. The Council, working with partners, will adopt a ‘Think Family’ approach that looks at the family as a whole and co-ordinates support across the public services, tailored to each families’ needs and strengths.
- Total Street – Keeping Cardiff’s streets and neighbourhoods clean and well maintained is identified as a priority in the Capital Ambition. This will require a shift from managing Council services in silos to integrating Council services at a neighbourhood level as part of a ‘Total Street’ approach.
- Inclusive Growth – Alongside supporting the city economy, the Capital Ambition places a strategic focus on removing the barriers to employment and helping people, particularly those furthest from the labour market, into good work. Cabinet approved a proposal in November 2017 to reform employability services across the city in order to eliminate duplication of provision in some areas. Allied to the reform of employability services is the Cabinet’s commitment that every school leaver should be able to move into further education, employment or training through the delivery of the ‘Cardiff Commitment’. In particular, the Capital Ambition makes clear that the Council needs to do more to leverage its scale and diversity to supporting people into the labour market.

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Date: 22 May 2018



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Councillor Chris Weaver,
Cabinet Member Finance, Modernisation & Performance,
Cardiff Council,
County Hall,
Cardiff
CF10 4UW

Dear Councillor Weaver,

Policy Review & Performance Scrutiny Committee: 16 May 2018

On behalf of the Policy Review and Performance Scrutiny Committee thank you for attending Committee to facilitate policy development scrutiny of the Workforce Strategy 2018-21. Please pass on our sincere thanks to Philip Lenz and Tracy Thomas for their full presentation of the five pillars of the strategy. The Members wish to pass on the following comments and observations.

A framework to improve performance and customer service

The Committee notes the strategy is a framework built around five pillars (*equalities and diversity, workforce planning, learning and development, engagement of employees and trade unions, and health and wellbeing*). This framework is designed to deliver an holistic approach to workforce planning and is one we would expect to see in any organisation. However we were very pleased to hear that it aims to strengthen the links between business, financial and workforce planning, with an intended outcome of improving performance and thereby customer service. The Committee has recently completed its own review of customer leadership within the Council and you are aware of our recommendations. It is hoped you will take them into account as you refine the workforce strategy and as service areas embark upon the action planning that will follow.

Members noted the new workforce planning toolkit for use by service areas. We are however keen to establish how the detail collected from applying the toolkit, across all service areas, then collated and reviewed on an annual basis, will address the challenges faced. We feel the strategy should clearly identify the workforce issues and problems the Council is facing that the strategy will be designed to address.

We are unclear as to what the strategy will tell us about the recruitment and retention of staff, and whether there are visible gaps across the organisation where it is proving difficult to recruit and retain staff. Members are of the view that this should be clear in the strategy.

The Committee considers it is important that the Council workforce reflects the community it serves, and it must therefore prepare to serve the increasing number of Welsh speakers, particularly in the context of Welsh Government targets for one million Welsh speakers by 2050. We therefore endorse your engagement with Welsh medium schools and the increased language training on offer to all staff.

Collating and using the data

We accept that the new workforce strategy will be a mix of consolidating existing approaches and introducing new ones. For example, proactive initiatives such as introducing corporate traineeships to address the surprising fact that only 4% of the Council's workforce is made up of young people under the age of 25.

The Committee is pleased to hear that service areas have bought in to the requirement for workforce planning, the application of the workforce toolkit and the requirement that they assess the impact of all external factors. Whilst we note that the resulting service area owned data, produced by those familiar with their directorate delivery plans, will be collated by the human resources directorate, and used to develop the strategy, we are concerned that such analysis will require significant resources. We note the intention that such analysis will be achieved by human resources and service areas working together. Members heard that this service area data exists and would welcome sight of it.

The Committee understands the challenge you face in collating accurate data on disability and the natural caution around drawing attention to one's disability. We believe staff require reassurance that such data will not be shared. Collecting such data is considered essential in enabling the Council to collate an accurate profile of disability across the workforce and most importantly, where the strategy needs to improve.

Building a loyal workforce

The Committee is firmly of the opinion that a key outcome of the workforce strategy under development should be building a loyal workforce and attracting talent, and as such made the following observations.

Members note that the Employee Survey forms a part of the framework for employee engagement. We do not necessarily consider this a good quality engagement process. Officers were clear there is often a deficiency in frontline response to the staff survey and we take the view that surveys do not need to be paper based. Our view is that staff may be more willing to engage at team meetings. We note your intention to hold an annual engagement event for employees led by Cabinet and the Chief Executive and to review the format of the employee survey to ensure harder to reach groups have accessible means to respond.

The Committee is keen that the Council should maximise the use of its assets such as the Castle and St Davids Hall for the benefit of staff. Access to such venues is a staff benefit worthy of support. Similarly, the Council's promotion of agile working and a management focus on outcomes rather than presentism is something the Committee will be interested in evaluating in due course.

Members endorsed the Council's re-joining of the Stonewall Cymru network. We consider this a positive move and, as with agile working and wider staff benefits, we would encourage the use of the Stonewall brand and other employee networks (*BME, Carers, Disability, LGBT, Women's network*) in all job advertisements.

Importance of action planning

Finally, returning to the importance of the action plans that will sit beneath the Workforce Strategy. The Committee would welcome sight of the action plans and the final strategy and look forward to monitoring what is achieved six months on from its implementation.

To recap, in developing the workforce strategy the Committee:

- refers you to the recommendations of its Customer Leadership inquiry, as you refine the workforce strategy;

- considers the strategy should clearly identify the workforce problems the Council is facing;
- considers clarity is needed as to whether there are visible gaps across the organisation where it is proving difficult to recruit and retain staff;
- believes it is important that the Council workforce reflects the community it serves, and we must therefore prepare to serve the increasing numbers of Welsh speakers
- is concerned that analysing service area data to develop the strategy will require significant resources;
- would welcome sight of the service area data that exists on which to develop the workforce strategy;
- believes staff require reassurance that disability data will not be shared, but will enable the Council to collate an accurate profile to inform the strategy.
- considers staff may be more willing to engage in workforce planning at team meetings;
- would like assets such as the Castle and St Davids Hall to be used as a benefit to attract and retain staff;
- similarly, the Council's promotion of agile working be used as a benefit to attract and retain staff;
- endorses the Council's re-joining of the Stonewall Cymru network and encourages the use of the Stonewall brand and other employee networks (BME, Carers, Disability, LGBT, Women's network) in all job advertisements;
- Would welcome sight of the action plans and the final strategy;
- looks forward to monitoring what is achieved six months on from its implementation.

Once again, on behalf of the Committee, please pass my sincere thanks to all who attended PRAP Scrutiny Committee to assist us in consideration of the Workforce Strategy.

Yours sincerely,



COUNCILLOR DAVID WALKER
CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

cc Members of the Policy Review & Performance Scrutiny Committee
Philip Lenz, Chief Human Resources Officer
Tracey Thomas, HR People Partner
Joanne Watkins, Cabinet Office Manager
Heather Warren, Cabinet Support Officer.

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Fy Nghyf / My Ref: CM39700

Dyddiad / Date: 7th June 2018

Councillor David Walker
County Hall
Atlantic Wharf
Cardiff
CF10 4UW

Annwyl/Dear Councillor Walker

PRAP Scrutiny Committee - Workforce Strategy

Thank you for your letter of 22nd May 2018 and the opportunity to present to committee on 16th May 2018. Your comments both on the day and in your letter are welcomed and have been incorporated into the Workforce Strategy that will be presented to Cabinet on 5th July 2018.

Your suggestion for a focus on Customer Leadership has been included in the actions within the Learning and Development section of the Workforce Strategy, including a development programme developed in conjunction with Customer Service colleagues to support the requirements as set out in your paper.

Concerning the setting out of workforce issues the Council is facing, the Strategy sets out in the introductory sections the challenges being faced by the Council and therefore its workforce. However it does also recognise the good work which has been done to date across the organisation and identifies that unless we continue with this and in many instances develop new initiatives, then these challenges could become issues in the future.

As for visible gaps in the organisation where it is difficult to recruit and retain staff, some of these issues are already known and actions have been taken for some roles such as social workers. In other cases, these challenges will be identified through the service area workforce planning process and therefore actions included in those service area action plans to mitigate, where possible, against this.

ATEBWCH I / PLEASE REPLY TO :

Swyddfa Cymorth Y Cabinet / Cabinet Support Office, Ystafell / Room 518, Neuadd y Sir / County Hall
Glanfa'r Iwerydd / Atlantic Wharf, Caerdydd/Cardiff, CF10 4UW
Ffon / Tel: (029) 2087 2598



The Committee's concerns regarding the resources required to support the workforce planning process are noted and will be monitored.

Your comments regarding employee surveys forming part of the framework for employee engagement are noted. The intention is that employee engagement would be far wider than a survey and consideration is currently taking place regarding what any employee survey would consist of, and, in agreement with yourselves, we do not think that any survey necessarily needs to be paper based.

As part of that engagement agenda, the role of agile working in our workforce and the use of softer benefits as described in your letter will be considered.

The need to review our recruitment processes and 'advertise' some of our equality commitments including the use of branding have been included in the Strategy through the action of reviewing our recruitment processes to ensure they do not create any barriers.

With reference to monitoring of the Workforce Strategy, I would like to suggest that I meet the Chair of PRAP in January 2019 to show the Chair an example of a completed Workforce Plan in practice. I believe going through an example of it in practice - which the Chair can share with the Committee - would give the Chair and Committee the best information to decide how the Committee practically want to scrutinise the directorate workforce plans.

I hope the above is of assistance.

Yn gywir
Yours sincerely



Cynghorydd / Councillor Chris Weaver
Aelod Cabinet dros Gyllid, Moderneiddio a Pherfformiad
Cabinet Member for Finance, Modernisation & Performance

CABINET MEETING: 5 JULY 2018

WORKFORCE STRATEGY 2018-2021

**FINANCE, MODERNISATION AND PERFORMANCE
(COUNCILLOR CHRISTOPHER WEAVER)**

AGENDA ITEM: 5

Reason for this Report

1. To seek the approval from Cabinet for the Workforce Strategy for the period 2018-2021, attached as Appendix 1, in order to provide the links between business, financial and workforce planning, particularly during this period of financial challenge and organisational change.

Background

2. On 6 July 2017, the Cabinet agreed 'Capital Ambition' – a wide-ranging programme of "commitments for Cardiff" covering the spectrum of Council services, which includes a number of proposals that involve changing and/or improving the way in which the Council delivers services to citizens and communities.
3. The WAO Corporate Assessment Follow on Report identified gaps between the Council's business, financial and workforce planning processes. In order to improve on this, a Workforce Planning Toolkit has been developed to address the issues identified by WAO and join up the Council's business, financial and workforce planning processes
4. Having the right people, with the right skills, in the right place, at the right time and at the right cost is critical to enable the organisation to achieve the objectives as set out in the Capital Ambition. Furthermore, the organisation needs to ensure that employees want to work for the Council, feel that they are valued and supported as individuals, in accordance with the Council's values in order to retain its talented workforce.
5. The Council's approach to service development and innovation and its ability to deliver such change has been well regarded by our citizens, communities and partners. The traditional public service models of service delivery are being challenged in the context of modernisation, austerity and demand and alternative ways of providing services are being explored. This change agenda will have significant implications for our workforce. The Council will need to support the development of different leadership qualities and skills across the workforce.

Issues

6. This strategy sets out the key priorities to create a culture that supports high performance and enables a flexible, skilled, engaged and diverse workforce. It builds on the previous workforce strategy by both taking some of the activities identified in that strategy to the next stage and identifying new activities. The Workforce Strategy has been shaped with the aims and priorities of the Capital Ambition in mind and sets out the commitment to strengthen the link between business, financial and workforce planning particularly through the current period of financial challenge and organisational change.
7. Creating purpose in a fast changing environment whilst motivating employees through change has become essential for many roles. Outperforming organisations foster leadership skills at every level of the organisation to deliver outstanding results. These leadership skills include:
 - providing a line of sight by making the Council's objectives clear at all levels, and inspiring and motivating people to deliver against those objectives;
 - being trusted by people and acting in line with the Council's values and Employee Charter at all times, including having the courage and support to challenge inconsistent behaviours; and,
 - empowering and involving people through a culture of trust and ownership in the authority where people feel empowered to make decisions and act on them.
8. Some of the emerging issues which have been identified in relation to the delivery of the Capital Ambition include:
 - i. The need for increased and relevant skills development
 - ii. The need to utilise, nurture and develop the talent we have across the organisation to support the requirements of the Capital Ambition
 - iii. The provision of support to the health and wellbeing of employees
 - iv. The need for a more diverse workforce reflecting the diversity of our communities
 - v. The need for partnership working with our trade unions will be as important as ever
 - vi. The need to remain engaged with our workforce in order to provide mechanisms that enable two-way communication channels.
9. The key priorities of the strategy include:
 - i. **Equalities and Diversity** – a recognition that significant actions need to be taken in order to ensure that the Council's workforce is more reflective of our communities and that no groups are restricted from applying to or working for the Council
 - ii. **Workforce Planning** – a process for identifying and addressing the gaps between the workforce of today and the human resources needs of tomorrow
 - iii. **Learning and Development** – improving the skills of our workforce in order to meet the needs and expectations of our customers and the changing requirements of the Council

- iv. **Engagement of Employees and Trade Unions** – creating a positive and enabling culture to ensure that employees are listened to and that positive relationships are maintained with our Trade Unions
 - v. **Health and Wellbeing** – embedding the health and wellbeing approach adopted by the Council and ensuring that it is maintained.
10. The Workforce Strategy sets out the corporate and cross cutting actions to ensure that the Council meets future workforce needs. The implementation of this Workforce Strategy will ensure the Council can unlock the full potential of its current and future workforce.
 11. Through the development of the Workforce Strategy it has become clear that the Council has to take some immediate actions to improve the diversity of its workforce, but that any action should not be to the detriment of current employees whose roles may be at risk due to changes in service delivery or financial pressures. In order to increase the diversity of the workforce to be more representative of the community we serve we need to attract new employees external to the organisation. The mechanism for doing this would be to change the current process of advertising all vacancies internally only first, to advertising vacancies internally and externally concurrently. We will reinforce the message of welcoming applications from all our local communities, including those under 25 and not in employment, education or training. In order to protect current employees who may be displaced through a restructure process, the current process of ring fencing roles, and then advertising internally only, will still apply for any roles which are part of a restructure. The redeployment process will also remain to protect current employees.
 12. There has been various consultation processes in order to develop the strategy. Feedback has been incorporated into the final document and includes:
 - (i) Policy Review and Performance (PRAP) Scrutiny Committee –The PRAP Scrutiny members provided input into the development of the Workforce Strategy at the PRAP Scrutiny Committee meeting of 16th May 2018 and provided written comments, attached in Appendix 2 to this Cabinet Report. The comments were welcomed and a response to the PRAP Scrutiny letter is attached as Appendix 3. A number of comments have been incorporated into the Strategy including:
 - The recommendations of the Customer Leadership inquiry carried out by PRAP Scrutiny have been considered in the development of the Workforce Strategy;
 - The Strategy identifies the broad areas of challenges facing the Council from a workforce point of view and identifies actions which will need to be undertaken either by continuing current good practice or identifying new initiatives to ensure that these challenges do not become significant problems;
 - The Strategy identifies that a review of resourcing strategies for posts which are hard to recruit to will take place and that these posts, where not already known, will be identified through the service area workforce planning process;

- The Strategy includes a number of actions to improve the Council's representation across all protected characteristics and an action to reassure employees of the confidentiality of this information;
 - There is a section in the Strategy on engagement with employees and that will consider benefits including such things as agile working and other benefits which could be offered to employees as part of specific actions arising from the Strategy.
- (ii) Trade Union consultation – The Trade Unions were originally consulted on the Workforce Strategy on 21st May at the Trade Union Partnership meeting. The Trade Unions feedback at the meeting was that they welcomed the strategy. The following initial feedback was also received after the May meeting. *'GMB welcomes this strategy and is supportive and, looks forward to being part of this going forward'*
There was further Trade Union consultation on the 18th June at the Trade Union Partnership meeting.
- (iii) Equality Network consultation – Feedback was received from the various Council Employee Equality Networks and was very much welcomed and appreciated. The feedback was very supportive of the Strategy and the information and actions incorporated within it. Any specifics have been responded to and, where appropriate, included into the Strategy.

Reasons for Recommendations

13. The Workforce Strategy 2018-2021 sets out a framework of priorities and commitments necessary to create a culture that supports a flexible, skilled, engaged and diverse workforce in order to support the objectives set out in the Capital Ambition.

Financial Implications

14. Whilst there are no direct financial implications arising from this report, the Workforce Strategy will be an important element in the management of change and will support the Council in meeting the budget and other financial challenges over the medium term. Effective workforce planning in particular will be essential in managing changes to services and budgets over this period.

Legal Implications

15. The Workforce Strategy is not a contractual document and will have no contractual force.
16. The Council has to satisfy its public sector duties under the Equality Act 2010. Pursuant to these legal duties Councils must in making decisions

have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics

Protected characteristics are:

- Age
- Gender reassignment
- Sex
- Race – including ethnic or national origin, colour or nationality
- Disability
- Pregnancy and maternity
- Marriage and civil partnership
- Sexual orientation
- Religion or belief – including lack of belief

The decision on whether to adopt the Strategy in accordance with the recommendation in this report has to be made in the context of the Council's Equality Act public sector duties. An Equality Impact Assessment has been undertaken to ensure that the Council has properly understood and assessed the potential impacts of the proposal in terms of equality so that it can ensure that it is making proportionate and rational decisions having due regard to its public sector equality duty.

HR Implications

17. This Workforce Strategy (Appendix 1) is being recommended for agreement in order to respond to a range of challenges the Council is facing and to ensure that there is a skilled, engaged and diverse workforce in order to deliver the priorities set out in the Capital Ambition. The actions within the strategy have been developed in order to safeguard future service delivery models and to improve the contribution employees make to delivering the Council's priorities through effective management and engagement. The attached Strategy sets out how the Council will achieve the required change within the workforce in a structured, planned and fully consulted way.
18. An Equality Impact Assessment of the strategy has been completed and there are no adverse impacts on any specific groups.

RECOMMENDATIONS

Cabinet is recommended to:

1. Agree the Workforce Strategy 2018-2021 as attached as Appendix 1
2. Agree the changes in recruitment process detailed in paragraph 11 of the report.

SENIOR RESPONSIBLE OFFICER	CHRISTINE SALTER CORPORATE DIRECTOR RESOURCES
	29 June 2018

The following appendices are attached:

Appendix 1: Workforce Strategy 2018-2021

Appendix 2: PRAP letter – 22nd May 2018

Appendix 3: Response to PRAP letter – 7th June 2018

The following background papers have been taken into account:

- Equality Impact Assessment
- Year 1 Workforce Strategy Action plan

Presentation to PRAP Scrutiny Committee

Workforce Strategy Update

12th June 2019

Gweithio dros Gaerdydd, gweithio gyda'n gilydd
Working for Cardiff, working together



Workforce Strategy Update

- Last visit to PRAP on 16th May 2018
- Workforce Strategy approved by Cabinet July 2018
- Less than one year into the Strategy
- Progress has been made against each of the key priorities



Workforce Strategy Priorities

1. Equality and Diversity
2. Workforce Planning
3. Learning and Development
4. Engagement of Employees and Trade Unions
5. Health and Wellbeing

Page 65



1. Equality & Diversity

- **Update position statement**

- The Council has signed up to the Race at Work Charter
- Council improved by 111 places in the Stonewall index
 - Recognition of a number of innovate projects including the work of the LGBT Employee Network's Allies Programme
 - Comments made regarding the Council's achievement and the hard work of officers from the LGBT Network, Human Resources, the Equality Team and Directorates
- A dedicated Welsh Language Trainer was appointed in September 2018 and has delivered over 900 hours of Welsh Language training in Q3 & Q4
- Significant increase in number of opportunities available for young people within the organisation as apprentices/trainees and/or work experience placements
- Over 104 corporate work experience placements offered from 253 requests received in 2018/19
- Exercise to move to one format for job descriptions and person specifications completed
- Employees updating Personal Details and Equalities Data in DigiGOV. Initial Pilot within HR and Resources Directorate conducted in December 2018
- 51% increase in the number of people applying for Jobs in the Council
- 181 Apprentices and Trainees in paid employment in 2018/19



1.Equality & Diversity

- **Actions required for 2019/20**
 - Race at Work Charter, Council to work closely with the BME Network to deliver the required actions in the new action plan that is in place for 2019/20
 - Complete Stonewall submission for 2020. Action Plan already developed
 - Implementation of new Recruitment portal to provide a user friendly process for applicants and managers
 - Continue work to develop a bilingual organisation and to sustain position of designated Welsh Language Trainer
 - Plan for roll out of Data gathering and recording of employee Equalities Data across the Council in 3 phases endorsed by Trade Unions and Employee Networks



2. Workforce Planning

- **Update position statement**

- All Directorate plans completed by end of December 2018
- All plans shared with the Cabinet Member for Finance, Modernisation and Performance
- Review of plans taken place within HR in order to identify common themes and ensure that these are part of the overall workforce strategy
 - The need to promote the Council and benefits of working for the organisation – e.g. Pension/ flexibility/ serving the community
 - The need to ensure that organisational and service area induction are still relevant
 - The need to create career paths across the Council as well as within Directorates
 - The need to work closely with Schools to attract younger applicants into the organisation
 - The need to work with partners and community groups and specific schools to attract more applicants from minority groups and welsh speakers



2.Workforce Planning

- **Actions required for 2019/20**

- Information from the Directorate and Council wide plans will inform the corporate L&D strategy, Policy development, resourcing strategies, engagement activity and continue to inform Health & Wellbeing campaigns
- Cross Directorate working initiatives to be discussed, agreed and scoped
- All Action plans for 2019/20 to be completed by end of June
- Development of Corporate Skills Framework
- A focus on Succession Planning
- A focus on developing a more agile workforce to achieve greater flexibility



3.Learning & Development

- **Update position statement**

- Promotion of the Council as an employer to young people and 22 school events and careers fayres held with a reach of over 17,000 attendees
- Increased numbers of Apprentices and trainees, exceeding target of 100 by Q2 18/19 outturn 181 opportunities provided
- Over 50 WG approved Apprenticeship Framework Qualifications on offer to staff
- Entrepreneurial skills, Learning with Technology week, Welsh language training, Project Management and Service Improvement training all in place
- From September 2018 to March 2019, over 50 members of staff have undertaken 944 hours of Welsh language training with Cardiff Academy
- Customer Service Training being rolled out
- Attendance & Wellbeing - 98% completion of e-learning Module at end of Q4
- On going Cardiff Manager Programme being rolled out ILM levels 3&5
- 20,755 e-Learning online modules completed in 18/19; new mandatory modules being launched 19/20



3.Learning & Development

- **Actions required for 2019/20**

- OM development Pilot Cohort group to be progressed in Q1 19/20 along with the timetable for remaining centres (Q2-Q3) OM Development programme during 2019
- Refresh of organisation induction and on-boarding
- Revision of Entrepreneurial Skills training course to make it accessible to staff at all levels
- Review of Corporate and Directorate workforce plans action plans to inform L&D Strategy
- Delivery of Attendance & Wellbeing courses by Academy as per adjusted policy, mandatory to all new managers, including case conferences for long term sickness cases and revised arrangements for Formal Stages
- Customer Services training being rolled out by the Academy
- Academy working with Capital Ambition Team to review Project and Programme Management corporate training structure and content
- Academy to work closer with schools to promote e-Learning module uptake and offer both corporate and bespoke courses where required, as per SLA arrangements



4.Engagement Of Employees & Trade Unions

- **Update position statement**

- Engagement between Leader and Cabinet members, senior management and frontline staff
- Directorate engagement programmes, ongoing
- Employee survey framework agreed which will allow for trends and benchmarking to be carried out
- 'Staff Discount Offers' regularly communicated to all employees and featured on the Intranet page and Staff App
- Agreement for facilitated partnership workshops to take place with PTE in Q1 19/20
- Regular updates provided to Works Council on joint Council and Trade Union initiatives – Schools Health & Wellbeing Policy launched in November 2018
- Engagement and communication plan developed
- Agency Worker charter developed and agreed with trade unions
- Carers Network held an event to mark Carers Rights Day supported by the Council, an umbrella member of Employers for Carers



4.Engagement of Employees and Trade Unions

- **Actions required for 2019/20**

- Corporate employee survey to be carried out during 2019 with trend and benchmarking data available
- Review of Schools employee survey process to take place
- Internal communications and engagement strategy to be reviewed and agreed
- Refreshed Ambassador Programme to be rolled out
- Continue to promote 'Staff Discount Offers' through appropriate communication channels
- Continue to forge closer links with all the Employee Networks
- Disability network will hold an event during Disability week supported by the Council and Trade Unions



5. Health & Wellbeing

- **Update position statement**

- Increase in number of volunteers involved in Health and Wellbeing initiatives
- On-site massage service expanded due to successful pilot
- Regular Health & Wellbeing Fayres held in Council buildings
- Health & Wellbeing Newsletters regularly developed and circulated via Staff Information
- Health & Wellbeing page on the intranet for staff to access
- Mental Health Training for managers rolled out
- Health talks held on various topics e.g. Prostate Cancer, Ovarian Cancer, Diabetes
- Introduction of Care First interactive website ZEST that all council employees can access
- Creation and commendation of Schools Health and Wellbeing Policy and Charter
- Health and Wellbeing Directory on the intranet for staff to access
- Promotion of the Community Wellbeing service
- Promotion of our in-house Occupational Health service with all GP surgeries across Cardiff



CREV GWIR IN THESE STONES
BELOW YDR HORIZONS
OR WAWLS AWENING

5. Health & Wellbeing

- **Actions required for 2019/20**

- Continue Working towards Gold Corporate Health standard by 2021
- Focus on work needed to be done across organisation in relation to Smoking and Catering requirements in order to achieve the award
- Hold Health & Wellbeing Fayre for Schools employees
- Arrange a Health & Wellbeing Fayre for Members
- Ongoing review of all Health & Wellbeing initiatives and interventions to ensure continued effectiveness
- Identify ways of increasing Health and Wellbeing initiatives for remote employees
- Target support for managers to help them effectively manage sickness absence
- Roll out of Mental Health training for all employees
- Roll out pilot Thrive and Survive Menopause training



Thank you

Questions



**CYNGOR CAERDYDD
CARDIFF COUNCIL**

**POLICY REVIEW & PERFORMANCE
SCRUTINY COMMITTEE**

12 June 2019

Sickness Absence - update

Purpose of the Report

1. To monitor the Council's progress in tackling sickness absence, updating the Committee on the 2018/19 outturn sickness absence figures,
2. To facilitate ongoing monitoring of the action plan developed following a review by the Association of Public Service Excellence (APSE) in October 2017.

Structure of the Papers

3. To assist Members' preparation for the scrutiny as described above papers attached to this cover report are as follows:

Appendix 1: Sickness Data

Slide 1: Outturn FTE days lost per employee 2018/19

Slide 2: Cumulative sickness FTE days lost per employee
2013/14 – 2018/19

Slide 3: Proportion of total sickness recorded by reason for
absence 2018/19

Appendix 2: Cardiff's Employee Attendance & Wellbeing Policy

summary leaflet. A quick reference to the key elements of the Council's Attendance and Wellbeing Policy.

Appendix 3: Action Plan for Sickness Absence. Following publication of the APSE review in October 2017, HR services developed an action plan. Each recommendation has been assigned actions and identifies lead officers/bodies. This document will enable

the committee to monitor activity to address sickness absence since January 2018.

Appendix 4: Correspondence following the previous scrutiny.

- a. The Committees letter capturing its concerns, comments and recommendations following its previous update in September 2018. Members are referred to page 4 of the letter for a quick reference list of issues raised with the Cabinet.
- b. The Cabinet response to Committee addressing all issues raised.

Background

4. A central feature of this Committee's Terms of Reference is the scrutiny and review of the effectiveness of the Council's use of human resources policies and procedures. The Committee has continued its interest in monitoring sickness absence levels on its 2018/19 work programme, and this will be the second progress monitoring update since Members undertook a short scrutiny in January 2018.
5. As part of its short scrutiny in January 2018, the Committee received a presentation on the review in progress to address the upward trend in FTE days lost per employee. This was set within an all Wales context, with the attendance of WLGA, and considered the findings of the in depth review undertaken by APSE in October 2017.
6. In September 2018 the Cabinet Member, Finance, Modernisation & Performance and the Chief Human Resources Officer responded to the Committee's short scrutiny by returning to Committee to report on progress in implementing the action plan.
7. Following this scrutiny Members agreed to continue progress monitoring, and particularly looked forward to more health and safety information informing sickness reporting over the next 6 months.

Issues

8. Members are aware that the Council's Capital Ambition policy programme establishes the Cabinet's key priorities, focussing on four main Ambition areas, which form the basis for the Corporate Plan 2019-22: Working for Cardiff; Working for Wales; Working for the Future; and Working for Public Services.
9. The Corporate Plan 2019-22 states within the Working for Public Services priority that the Council is committed to investing in its workforce. *"The award-winning programme of staff engagement is supported by a package of measures designed to promote their welfare, which includes a range of health and well-being services such as the 24/7 Employee Assistance Programme and an Employee Counselling Service."* It also make clear that *"more needs to be done to reduce the number of sickness absences which remain too high across the Council."* The Plan contains an objective to **improve the health and well-being of our employees** by reducing sickness absence through continued monitoring, compliance and support for employees and managers. This objective is supported by a Key Performance Measure "The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence". The target for 2019/20 is 9.5 days.
10. At **Appendix 1** are 3 key slides that will form part of the presentation to Members at Committee. **Slide 1** illustrates that the Council's six Directorates are set an annual target for sickness absence, bespoke to their circumstances and previous year's sickness levels. The two right hand columns of the table provide key analysis of the difference between the target and actual sickness for 2018/19. **Slide 2** enables a comparison of quarterly patterns of sickness over the past six years, and **slide 3** analyses the percentage of total sickness by reason for absence.
11. At the outturn of 2015/16 the Council's sickness absence levels had fallen to a low of 9.56FTE days per employee per annum. Over the following three years to

date sickness has increased to the current level of 11.53FTE. The target set for 2018/19 was 9.50 FTE days sickness per person.

Year	Outturn
2015/16	9.56
2016/17	10.77
2017/18	11.27
2018/19	11.53

12. Performance at Quarters 1 and 2 2018/19 for this key indicator was encouraging.

There were early signs that the action plan was making an impact. The outturn is therefore greater than forecast throughout 2018/19.

13. Members may recall that in its report regarding the Council's sickness APSE had concluded:

- The increase in overall sickness rates in 2016/17 is predominately due to an increase in long-term sickness.
- Some occupational groups are disproportionately likely to take time off sick.
- Teachers' absence represents the highest number of days lost because they are the largest proportion of the workforce. Nonetheless, even a 1% reduction in absence levels would be a significant benefit to the overall absence levels.
- Grade 4 and 5 workers, who make up 31% of the workforce, account for 38% of days lost and would be a sensible point for drilling down into sickness absence. The occupational groups represented by these grades include refuse collectors, homecare workers, teaching assistants, school catering staff and enforcement officers.
- APSE Performance Networks benchmarking data shows conclusively that manual and front-line staff are more likely to take time off sick than non-manual and back office workers.

- APSE information looking at the absence trends in English authorities following the onset of austerity indicates that recent reductions in Welsh council budgets should not be expected to fuel an automatic increase in absence.
- The Sickness absence policy framework needs fine-tuning but is not the problem.
- Some specific changes to process can emphasise the importance of good management decision making
- Early intervention and support is critical to head off stress and muscular skeletal reasons for absence
- Free up Occupational Health time and resources to use where they will make a difference
- Ensure that initiatives are accessible and relevant to all workforce.
- Multi-disciplinary case work is essential

14. There followed a targeted response to directly address the above in the form of an Action Plan, attached at **Appendix 3**. A broad range of initiatives was proposed, for example, bespoke support for Managers and Head Teachers; additional sickness absence training on policy and procedure; a focus on compliance; early intervention work with key staff groups; signposting of the Council's Well-being Directory to outside agencies; changing the policy language from warnings to improvement notice; reviewing the policy of referral to occupational health; providing more information to school governors; further support to Managers in respect of long term sickness cases and case management approach generally; further research into preventative measures and good practice by other Local Authorities.

Previous Scrutiny

15. Following its September 2018 progress update the Committee offered several suggestions for improvement in their letter to the Cabinet Member Finance, Modernisation and Improvement, to which a prompt reply

indicated work is underway on many of the Committees concerns. The correspondence exchange can be found at **Appendix 4**.

16. Members recommended that in all schools sickness absence became a standing item on Governing Body agendas. Consequently, in addition to sending quarterly benchmarked data reports to the Chair of Governors and Head Teacher of each school, for discussion at the next governing body meeting, clerks to the governing body have been requested to ensure sickness absence is included on the agenda. The Committee also urged continued development work on monitoring schools' application of the Council's sickness absence policy.
17. Members considered it would be useful to see the sickness absence data for Education presented without the catering service. This has already been an area of focus for the Education Directorate and an action plan has been developed for the catering service.
18. The Committee requested a more detailed comparison of best practice with Merthyr Tydfil Council, which will be reported at this Committee.
19. Members felt strongly that there was value in the Council recording '*work related*' back and muscular-skeletal sickness absence figures. The Chief Officer Human Resources agreed to discuss the suggestion further with the Council's Health & Safety manager.
20. The Committee expressed an interest in the sickness absence figures for service areas that hold vacant posts. The Chief Officer agreed to explore this further, informing Members that Health & Safety colleagues were reviewing stress risk assessments across Directorates, which would be used to inform preventative interventions and support for staff in reducing stress in the workplace.

Way Forward

20. To facilitate this scrutiny of sickness absence attendance will comprise:

- a. Councillor Chris Weaver, Cabinet Member Finance, Modernisation & Performance, with portfolio responsibility for human resources.
- b. Philip Lenz, Chief Human Resources Officer.
- c. Anita Batten, Operational Manager, HR People Partner
- d. Gaynor Collins, Occupational Health Manager

21. Members will receive a presentation from Philip Lenz followed by an opportunity for questions to the panel.

Legal Implications

22. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

Financial Implications

23. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this

report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

Recommendations

24. The Committee is recommended to:

- a) Consider the evidence presented, and agree whether it wishes to report its comments and observations in a letter to the Cabinet.
- b) Consider how it wishes to continue monitoring progress in tackling sickness absence on its 2019/20 work programme.

DAVINA FIORE

Director, Governance & Legal Services

6 June 2019

Outturn FTE Days lost/employee

Sickness Absence FTE days lost per person - Target per Service Area 2018/19

Final Outturn for 2017/18 = 11.27 FTE days lost per person
Council Wide Target 2018/19 = 9.50 FTE days lost per person

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2018/19 Target					2018/19 Cumulative Data										
Service Area/Division	Average FTE staff No.s (Forecast)	FTE target	Target FTE days lost	Q1 FTE days lost	Forecast based on Q1 x 4.30	Q2 FTE days lost	Forecast based on Q2 x 2.20	Q3 FTE days lost	Forecast based on Q3 x 1.4	Q4 FTE days lost - final	Final Difference				
ECONOMIC DEVELOPMENT	842	10.7	9013	2.06	8.86	-	4.75	10.45	-	7.75	10.85	+	10.93	0.23	+
EDUCATION & LL - CENTRAL	622	10.0	6220	3.09	13.27	+	5.60	12.33	+	9.15	12.81	+	13.02	3.02	+
EDUCATION & LL - SCHOOLS	5923	7.9	46792	2.10	9.03	+	3.64	8.01	+	6.58	9.21	+	9.73	1.83	+
PLANNING TRANSPORT & ENVIRONMENT	912	12.8	11718	3.24	13.93	+	7.62	16.77	+	12.57	17.60	+	17.80	5.00	+
HOUSING & COMMUNITIES	1052	12.4	13023	2.80	12.03	-	6.32	13.90	+	9.71	13.59	+	12.90	0.50	+
SOCIAL SERVICES	977	14.4	14039	3.01	12.96	-	6.94	15.27	+	11.60	16.24	+	16.92	2.52	+
GOVERNANCE & LEGAL	96	6.0	576	1.83	7.87	+	3.04	6.68	+	5.39	7.55	+	9.03	3.03	+
RESOURCES	825	6.7	5495	1.71	7.36	+	3.95	8.69	+	6.46	9.04	+	8.28	1.58	+
COUNCIL WIDE GRAND TOTAL	11252	9.5	106894	2.36	10.15	+	4.73	10.41	+	8.06	11.28	+	11.53	2.03	+

Note:

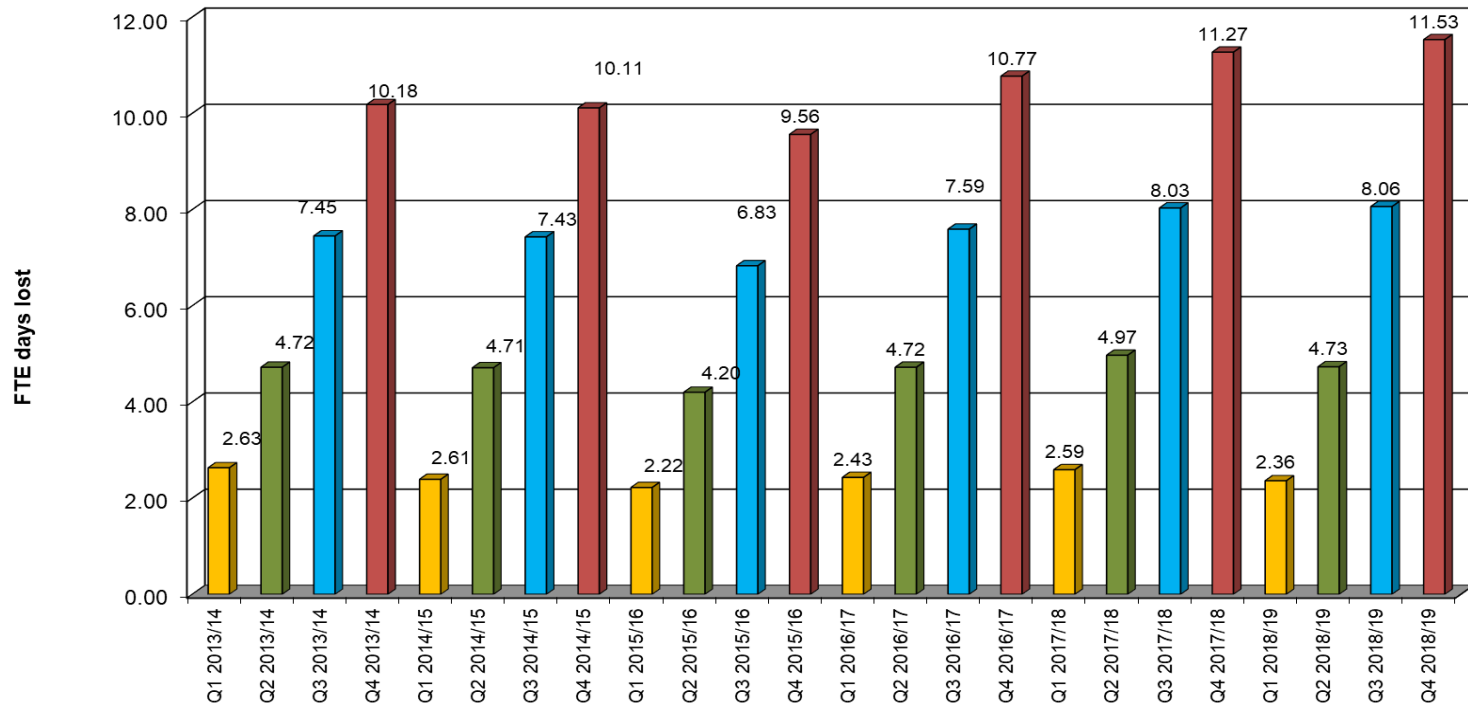
Data as at 10th April 2019

Short-term	29%	Short-term	28%	Short-term	29%	Short-term	30%
Long-term	71%	Long-term	72%	Long-term	71%	Long-term	70%

* Forecasting methodology

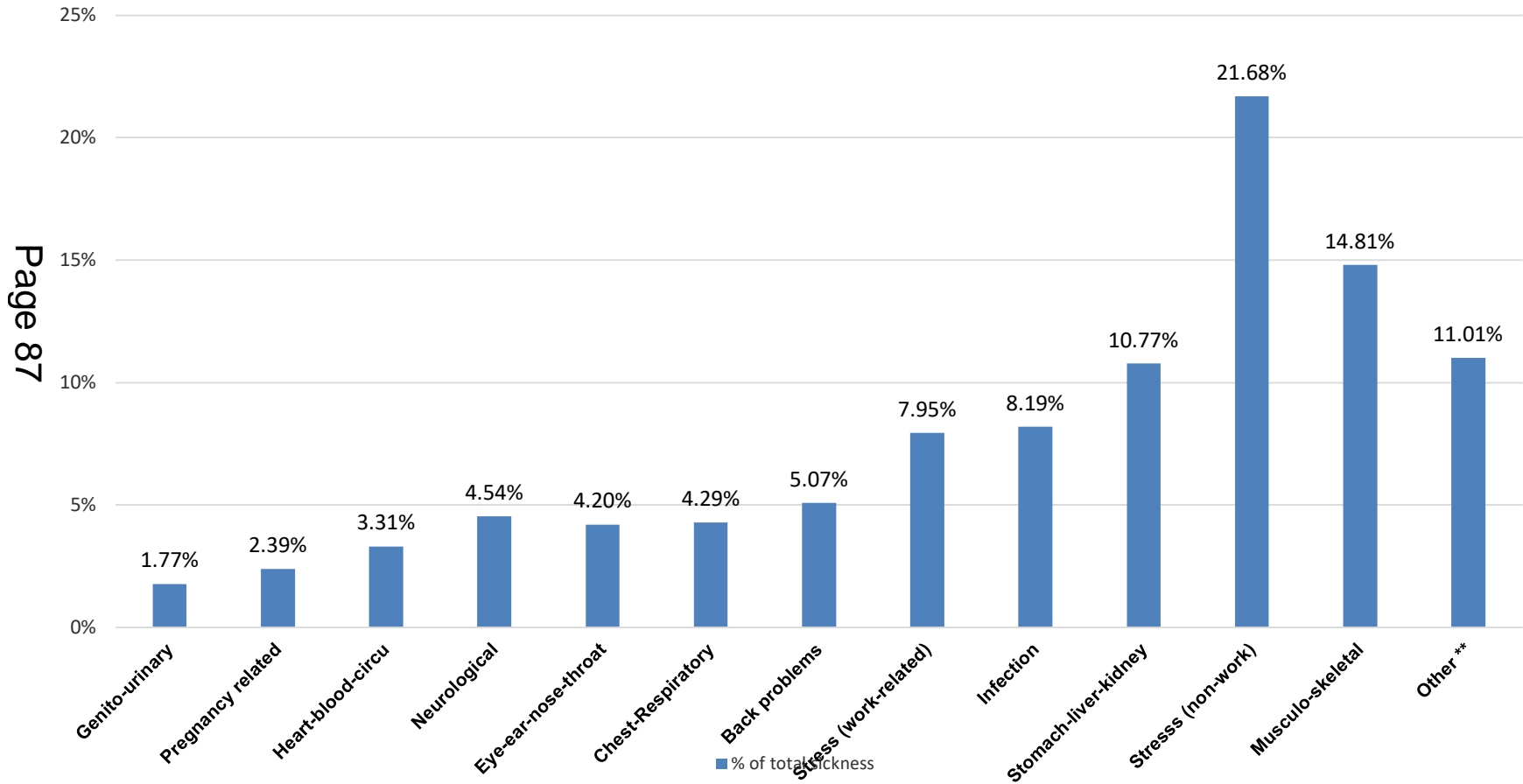
Based on historic data, sickness increases throughout the year due to seasonal fluctuations. There are also fluctuations in FTE numbers which also affect forecasting calculations.

Cardiff Council Sickness FTE days lost per person (Cumulative Data)



Proportion of total sickness recorded by reason for absence (2018/2019)

Headline: Stress (non-work) makes up 21.68% of all sickness absence, but clearly some reasons are connected (e.g. musculo-skeletal and back).



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Cardiff Council

Employee Attendance and Wellbeing



The Council's Health & Wellbeing Directory provides information on:

Employee Networks
Mental Health and Wellbeing
Physical Activity and Nutrition
Support Services
Long Term Illness
Terminal Illness
Work Life Balance
Trade Unions
Smoking

Your wellbeing and maintaining good attendance at work is important to us.

hrpeopleservices@cardiff.gov.uk

 **029 2087 2222**

Through the Health and Wellbeing Strategy the Council is actively promoting and encouraging wellbeing at work. Any problems directly affecting wellbeing will continue to be addressed, as will a proactive approach to identifying ways in which attendance levels can be improved.

The Attendance and Wellbeing Policy and New Guidance Documents

The Council's Attendance and Wellbeing Policy applies to all employees. It is a framework for all managers to fairly, consistently and proactively manage your sickness absence and address any wellbeing concerns.

The Policy can be found on the intranet in the HR A to Z, but if you don't have access to a computer, speak to your line manager.

A new **Employee Guidance Document** has been developed to provide you with all of the information you need if you have health concerns which may be impacting on your attendance at work. The new **Manager Guidance Document** will assist your manager in their role if you are experiencing ill health, and it provides information on the consideration of reasonable adjustments which may enable you to remain in work, rather than be absent. It is important that you talk to your manager if you have health concerns that may be supported by reasonable adjustments.

What you need to do if you are absent from work due to illness

Notify your manager of your sickness

1st day of absence:

You must contact your manager or nominated representative as soon as possible, by the time stated by your manager. You will need to confirm with your manager the reason why you are absent, the nature of the illness and any outstanding work commitments.

2nd to 5th day of absence:

You must maintain contact with your line manager for the next 4 working days, although this can be varied by your manager depending on the information received on the first day.

More than 7 calendar days:

A statement of fitness for work will be required from your GP.

What happens when you return to work

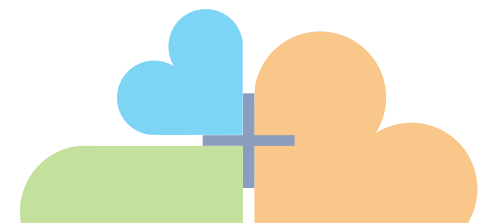
Return-to-Work Interview

Your Return-to-Work Interview is an important part of the sickness absence process. No matter how many days you have been absent, your manager must meet with you and carry out a Return-to-Work Interview with you, ideally on the day of return and no later than three days after your return (unless your work pattern requires otherwise).

The purpose of this Return-to-Work Interview is to provide you and your manager with the opportunity to:

- Discuss any concerns about your health, wellbeing, recovery or overall attendance
- Bring you up-to-date on any work related issues and developments that may have occurred during your period of absence
- Consider any reasonable adjustments you may need

This also provides an opportunity for you to discuss any concerns you may have, which have had a direct impact on your sickness. The Return-to-Work Interview will be recorded and signed by both you and your manager during the interview, or the record can be input directly onto DigiGOV.



Long Term Absence (continuous absence of four weeks or more)

HR People Services will support managers when an absence is considered to be long term.

A **Contact Meeting** will be arranged by the manager when an employee has been absent for two weeks. This will usually take place in the workplace, or alternative arrangements can be made to use another venue.

After this, Contact Meetings will be arranged every six weeks. A Trade Union representative can be present if the employee wishes.

Case Conferences will take place if your absence reaches **12 weeks** and **24 weeks**. The Case Conference will be chaired by the manager, with the employee, a Trade Union representative (if required), HR People Services, and Occupational Health (if appropriate), in attendance. The Employee Guidance Document explains what will be discussed at the Case Conference.

If you are absent owing to sickness, you may be referred to Occupational Health for a medical examination at any stage. Your manager must discuss the referral with you.

The Council's Occupational Health Advisor will give a medical opinion on your fitness for work, estimated return date and any rehabilitation that may need to be undertaken, which could include a phased return.

Persistent Absence Triggers

There are three formal stages and four trigger points confirming the number of absences required to hit triggers.

Absences covered by the Equality Act will count for trigger purposes. However, depending on medical advice, reasonable adjustments may be made to the triggers. This will be discussed in consultation with Occupational Health and HR People Services.

The Stages and Trigger points are:

Trigger Points	Support Stages
(a) 2 absences within 6 months rolling period; or (b) the pattern of absence is likely to lead to or is already causing difficulties	Initial Support Stage No further absences within a rolling 8 months or the pattern of absence causes concern
(a) 4 absences within 8 month rolling period; or (b) 1 additional absence of 6 calendar days or more , within an 8 month period; or (c) the pattern of absence is likely to lead to or is already causing difficulties	Formal Support Stage 1 Written Caution: Remain valid for 12 months Right of appeal with representation and HR People Services
(a) 6 absences within 10 month rolling period; or (b) 1 additional absence of 6 days or more within the period of Stage 1; or (c) an absence pattern emerges which causes concern; or (d) you fail to achieve and sustain the required improvement during the period of the improvement notice i.e. you have further 2 absences	Formal Support Stage 2 Final Written Caution: Remain valid for 18 months Right of appeal with representation and HR People Services
(a) 8 absences in any rolling 14 month period; or (b) 1 additional absence of 6 days or more within the period of the Stage 2; or (c) an absence pattern emerges which causes concern; or (d) you fail to achieve and sustain the required improvement during the period of the improvement notice i.e. you have further 2 absences	Stage 3 - Potential Termination of Employment A formal absence review hearing is required with a right of appeal

Your **line manager** will carry out the **informal support stage**. The **formal stages** must be carried out by the **next level of management**. Where this is not practical, formal stages may be carried out by a manager of an equivalent grade to the manager who carried out the informal stage.

A different manager will carry out Stage 3. This is designed to ensure that your line manager can maintain a supportive role to help you achieve and maintain acceptable levels of attendance.

Abuse of the sickness procedure

Whilst most cases of sickness absence are justified and legitimate, a misuse or abuse of the procedure will have a direct impact on colleagues, budget and service delivery. Any form of abuse of this procedure will not be tolerated and will be dealt with under the Council's Disciplinary Policy.

Sick Pay may be suspended if an employee:

- Is found to be abusing the Attendance and Wellbeing Policy
- Fails to provide relevant certification in the required timescales
- Refuses to attend an Occupational Health appointment, or fails to attend an Occupational Health appointment without prior notice
- Fails to report sickness on the days and by the times specified by the manager

These are just some examples, and other factors may also result in Sick Pay being suspended.

More information

If you have any concerns or queries regarding your own health or your attendance record, we advise that you speak to your immediate line manager as soon as possible. You can also seek advice from HR People Services, either by emailing hrpeopleservices@cardiff.gov.uk or calling **029 2087 2222**.

We are supported by:

- A comprehensive range of **HR Policies, Procedures and Guidance** documents in the HR A to Z, including the Attendance & Wellbeing Policy
- The **Employee Assistant Programme** (Care First)
- The **Occupational Health Service** and the **Employee Counselling Service**
- A range of health and wellbeing initiatives available throughout the year to support employees



Action Plan for Sickness Absence APSE Recommendations

Recommendation	Actions	Who
1. Target and tailor HR support to those managers who most need it - the data feedback from the focus groups indicate that this could be those managing smaller workforce groups who rarely use the system and find it onerous.	<p>Central Attendance and Manage Teams to work with Directorates / Head Teachers to target support.</p> <p>Gather information on those managing smaller workforce groups to establish common causes, and identify remedies including wellbeing approaches.</p> <p>Specifically provide Management Information and support for those managers / Head Teachers where compliance has not been met in relation to triggers or stages and provide targeted training.</p> <p>Escalate this information as required.</p>	Central Sickness and Manage teams Headteachers / Directorate Managers
2. Ensure that operational managers understand and are able to follow policy and process consistently and that this is reflected in the performance management process. This will include clarifying the difference between long term and short-term absence.	<p>Continue additional Sickness Absence Management training that covers both policy and practice.</p> <p>Ensure that compliance to the Attendance and Wellbeing Policy is a part of performance management process.</p> <p>Review training provision, consider including case studies and outcomes to provide tangible understanding of decision-making. Look at different approaches to training.</p> <p>Refresh e-learning module to provide additional support for managers</p> <p>Ensure tailored support as identified above supports managers with the policy and process requirements.</p> <p>Develop Manager's Guides and Quick reference Guides (flow charts), with videos, FAQ's and What If information on the intranet. Include hyperlinks to websites so managers can self-help (e.g. ACAS).</p> <p>Introduce an induction session with new managers.</p>	<p>Academy</p> <p>Directorates</p> <p>HR & Academy</p> <p>Academy & HR</p> <p>HR & Managers</p> <p>HR</p> <p>Academy & Managers</p>
3. Identify work groups where early intervention and support is most likely to be effective and tailor this to	Work with key directorates and the staff groups identified in the report to provide early interventions	HR , Relevant Directorates

<p>suit specific needs e.g. early referral to physiotherapy for heavy manual staff and easy access to advice and support for low paid/part time/shift working staff.</p>	<p>OH evaluate OH and sickness data combined. Identify cases where physio would benefit, including those jobs where muscular skeletal is more likely to occur.</p> <p>Increase physio sessions for muscular skeletal cases (not where NHS appointments already given). Inform clinical staff to refer for physio *</p> <p>Continue with Health Surveillance work – will reduce numbers as these will be picked up earlier</p> <p>Improve the OH website to include FAQ's, SOPs, Guidance, What if's and self-help guides for physical activity etc. Also provide examples of completing referrals</p> <p>Develop a Wellbeing Directory to sign post all support available. Available in Intranet, posters, leaflets, links on intranet to outside agencies</p> <p>Provide further training on DSE and Risk Assessments</p> <p>Complete the Guidance for Managers on Health Surveillance, so quality information is passed to OH from managers</p>	<p>OH, Support from HRPP and Attendance Team</p> <p>OH</p> <p>OH, H&S, Managers</p> <p>OH</p> <p>HR</p> <p>H&S and Academy</p> <p>H&S, Managers</p>
<p>4. Further explore the possible relationship between the (over) compliance with process driven short-term absence management systems and the increase in long-term absence.</p> <p>If there are cases where workers, in conjunction with their doctors, are in effect, choosing long-term absence as the least risky option, there may be a case for greater discretion in the way the system operates to ensure that there are no perverse incentives in individual cases.</p>	<p>Investigate further through data research, as well as looking at some individual cases, which are within the 4 to 12 week category.</p> <p>Review cases with OH to identify if there is a correlation and whether there is any evidence of this.</p> <p>Develop Manager and Employee Guide</p> <p>Consider liaison with Health Authority to share what the council offers e.g. Wellbeing Directory as a positive initiative. Meet with GP clusters.</p> <p>Attendance and Wellbeing (A&W) Policy– review for 'perverse incentives'. Allow areas for discretion for management.</p> <p>Re-visit educating managers on how to interpret Fit Notes and Medical Reports</p>	<p>HR</p> <p>HR & OH</p> <p>HR</p> <p>HR</p> <p>HR</p> <p>OH & HR</p>

<p>5. Ensure that ubiquity does not create anomalous application of policy and process. Schools in particular would benefit from a tailored approach that emphasises the role of informed, reasonable decision making in the management of both short and long-term absence. A positive, evidenced decision to discount an absence for example should not be treated as non-compliant and at certain stages in the process managers should be required to exercise judgement. On the other hand, the reasons for decisions must be recorded and managers held to account where their judgement is flawed or otherwise lacking.</p>	<p>Review A&W Policy –</p> <p>Consider removal of punitive language and move from ‘warnings’ to ‘improvement notice’.</p> <p>Remove automatic referrals at four weeks to OH</p> <p>Consider discretionary decisions as each case is different, e.g. ‘linked cases’</p> <p>Consider the value added by referral to OH – again discretion to not refer</p> <p>Consider possibility of ‘auto’ issue of ‘improvement notice’ with opportunity for appeal. Would remove need for meetings to consider and issue warnings.</p> <p>Consider transferring the Special Leave provision from the A&W policy to the Leave policy</p> <p>Consider the RTW interview process as ‘review meetings’ that focus on early intervention initiatives for improved attendance.</p>	<p>HR, Directorates, Managers, Headteachers, TU’s Members</p>
<p>6. The need for supportive management practice should be emphasised and blind process compliance discouraged. Managers should be encouraged to demonstrate in their practice that effective absence management is an important aspect of meeting duty of care requirements as well as compliance with the law governing workplace health and safety.</p>	<p>As above, Review the A&W Policy</p> <p>Lack of value added where referrals are made unnecessarily to OH.</p> <p>Where fit note are received indicating RTW. Some cases must be reviewed before a return. Manager knows the role, risks and ailment, so opportunity to ensure Duty of Care covered.</p> <p>Provide the up to date Job Description for OH when referral made</p> <p>Introduce Fast Track appointments to OH for the above cases.</p> <p>Produce Guidance on Phased Returns. More pro-active approaches to phased returns. For example Introduce a Light Duties Policy, Procedure and Guidance</p>	<p>HR, Directorates, Managers, Headteachers, TU’s Members</p>

	Identify GP partnerships with the Council	
7. Any allegations of misuse of process by managers should be investigated and dealt with via appropriate procedures.	Where the A&W Policy is not being adhered to, action is taken in line with Councils policy and procedures.	All
8. School governors should be provided with regular reports showing levels of absence at the school for which they are responsible, along with comparator data and an estimate of the cost to the school of the absence. This would be an effective way of holding head-teachers to account.	<p>Benchmarked data reports already issued and improved for Q1 and Q2 2017/18 – issued in October 2017.</p> <p>Explore possibility of including costs of absence.</p> <p>Share reports with Education Management team</p> <p>Provide training on how to identify patterns and trends</p>	<p>HR</p> <p>HR & Schools</p> <p>HR</p> <p>HR & EMT</p>
9. The absence data for school based staff should be analysed on a school by school basis to establish whether, as the head teachers believe, there are a small number of schools contributing disproportionately to the overall figures. This would enable support to be targeted at those schools that most require it.	<p>HR to review data using Q1 and Q2 2017/18 onwards.</p> <p>Produce more informative data, broken down by school, number of sicknesses and length</p> <p>Target the schools identified above. Provide additional advice and training</p>	<p>HR</p> <p>HR</p> <p>HR & Academy</p>
10. Ensure that occupational health resources are available and targeted at cases where they will make a genuine difference. This may mean ending automatic referrals in cases where medical evidence, or the view of service management, indicates that adjustments are unlikely to be	<p>Currently analysing data to identify demand on OH and where resources should be placed (supply). Health Surveillance will continue to place a higher demand on OH, but should reduce number of muscular skeletal cases being referred (prevention).</p> <p>Meetings being held on a regular basis with OH Physicians and OH Nurses to bring an organisational perspective to some recommendations.</p>	<p>OH</p> <p>OH, HR</p>

<p>feasible or conversely, where they are obvious and do not require the involvement of occupational health. Specifically it is recommended that:</p> <ul style="list-style-type: none"> • A specific requirement be imposed on managers to proactively consider whether referral to occupational health will contribute to the definitive conclusion of a long term absence case before the referral is made. Automatic referral should not be regarded as non-compliant. • If possible, remove any de facto or actual veto by the subject member of staff on the provision of occupational health reports to managers. • Redefine or clarify the mission statement of occupational health to ensure that it is clear to all stakeholders that the primary focus of the service is prevention of ill health. • Actively discourage follow up reviews where these delay medical redeployment or dismissal by placing a positive requirement on the service to provide definitive advice as soon as is reasonable practicable. 	<p>OH and Council Physician to hold a number of forums, which will provide an outline of OH and the opportunity for question/answer sessions.</p>	OH, Managers
	<p>Review the A&W Policy – four week automatic referral and value added for referrals. Allow discretionary decisions on referrals and record reasons. Include in Managers Guide</p>	HR & OH
	<p>Removal of de facto or actual veto of OH reports is not possible. It is a clinical legal obligation. OH have to have signed consent to release the report (which will include medical information). Not all employees wish to see the report. A paper outlining timescales has been distributed.</p>	HR
	<p>Will consider a Mission Statement, but possibly more relevant would be an understanding and education of the functions and limitations of OH. Clinical staff instruct the employee to discuss matters outside their medical condition, to the manager.</p>	OH
	<p>If an issue raised by an employee relates to the medical condition, then this is referred to in the report as it may relate to the manager's decision.</p>	OH
	<p>The phrase 'Management issue' are often referred to as the matter is not a medical issue, but a management decision.</p>	OH
	<p>Reviews are currently being monitored. They have been reduced in the last nine months, but some reviews will be necessary for extreme cases.</p>	OH, Managers
		HR, OH

<ul style="list-style-type: none"> Ensure that the process for self-referral is fully understood and that managers are aware of the need for them to play a proactive part in ensuring that Occupational Health Resources are not wasted on referrals that will not benefit from the involvement of the service. 	<p>Self referrals are very few, but due to the demand, these cases are usually referred to the GP and or manager and or EAP (Care First) /ECS. Possibility of reviewing the A&W Policy.</p>	<p>OH , Managers</p>
<p>11. Early intervention based on a multi-disciplinary approach, should be accommodated within the policy framework, including where patterns of absence or behaviour are of concern to managers, whether or not these are picked up by the absence management system. Swift and appropriate referrals to a range of support services should aim at helping staff to cope with issues leading to stress and to avoid muscular-skeletal conditions, before these lead to problematic absence levels.</p>	<p>All LTS cases over 6 months - reminder to apply multi-disciplinary approach to Case management involving all parties</p> <p>Review Guidance for Managers on Patterns and Trends. Educate managers on how to use DigiGov to do this and factors to consider.</p> <p>As above, encourage the use of EAP (CareFirst) and ECS.</p> <p>As above, continue with Health Surveillance</p> <p>Consider provision of fitness equipment in certain buildings.</p> <p>Support managers to become confident in making the correct decisions and the right approach on cases.</p> <p>Use Case Conference (OH, Manager, TUs & employee) to discuss more complex cases.</p> <p>Direct Managers to standard procedures and templates for managers to use when writing to and recording events. Make easier access through SharePoint</p>	<p>HR & Managers</p> <p>HR, Academy, Managers</p> <p>HR, Managers, OH</p> <p>OH</p> <p>SMT</p> <p>HR, Academy</p> <p>HR & OH, Managers, Academy</p> <p>Manage, Managers, Academy</p>
<p>12. Consider what further training is appropriate to assist managers to offer early stage support to workers. As in the South Lanarkshire example, the aim would be to refer</p>	<p>Research and explore good practice such as the South Lanarkshire example.</p> <p>Continue to reinforce Health & Wellbeing agenda</p>	<p>HR</p> <p>HR & OH, Managers</p>

<p>to appropriate support, on a case-by-case basis, with the aim of avoiding the need for later process driven action in response to absence triggers.</p>	<p>Research other organisations for preventative measures e.g. additional stress control programmes (Mindfulness), use of technology to remind staff of exercises, faster turnaround for Employee Counselling services, as above increase physiotherapy sessions and target cases etc.</p> <p>Ensure that preventative measures are being taken such as manual handling, training and regular checks to ensure that work is being carried in accordance with these requirements</p>	<p>HR & OH</p> <p>Managers, H&S, OH, HR</p>
<p>13. Further explore potential and options for limiting the impact of non-work related stress. This will require detailed further analysis of complex issues and the establishment of measures capable of demonstrating the impact of workplace initiatives on the wider well-being of those within the workforce who are most at risk. Further information about the impact of the Wigan and Stockton examples may assist with ensuring that the Cardiff Employee Voice Project penetrates the culture of the entire organisation.</p>	<p>Explore findings from Health & Well-being survey.</p> <p>Further investigate ways of providing anonymised support services to front line staff that provide advice and links for employees who have non-work related and personal issues.</p> <p>Research Wigan and Stockton examples for good practice in terms of support groups, policies, initiatives etc. for front line staff.</p> <p>Use new and refreshed approaches to the Health & Wellbeing of front line staff, which support them through change.</p> <p>Evaluate approaches and impact</p>	<p>HR</p> <p>HR</p> <p>HR</p> <p>HR</p>
<p>14. Investigate work systems and conditions for some members of the workforce to establish whether changes could be made that would reduce propensity for LT sickness. This might include identifying unsafe working practices, revising shift patterns and taking action to ameliorate the impact of lone working for example.</p>	<p>Conduct a work-study of some roles within directorates and work with managers and trade unions to improve work systems and conditions.</p> <p>Continue to improve Health Surveillance throughout the Council to assist.</p> <p>Further education on determining what is reasonable or not when requiring an employee to return to work.</p>	<p>H&S with support of HR & OH, Directorates</p> <p>OH and H&S</p> <p>OH and H&S</p>
<p>15. Introduce a case management approach whereby all relevant parties are involved in seeking</p>	<p>This is already in place, but needs to be publicised throughout the Council and its use should be encouraged.</p>	<p>HRPP, OH, Managers, employees, Tus</p>

solutions. Formal, case conference type meetings should be used to implement a positive solutions focussed approach to difficult cases, with an expectation of multi-disciplinary attendance.	Produce a specific Guidance for Managers and Employees on case management approach	HR
16. Monitor the application of the updated drugs and alcohol policy to ensure that it is effective in supporting staff. A number of authorities, including the UK's largest, Birmingham, have implemented testing regimes, alongside awareness raising, in an effort to eliminate the threat to public safety that affected staff can pose.	<p>Keep policy under review.</p> <p>Research other LA's on practices used and successes/lessons learnt.</p> <p>Seek advice and guidance from OH & H&S</p>	<p>HR</p> <p>HR</p> <p>Managers, HR, OH & H&S</p>

Date: 17 September 2018

Councillor Chris Weaver,
Cabinet Member
Cardiff Council,
County Hall,
Cardiff
CF10 4UW



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

Neuadd y Sir
Caerdydd,
CF10 4UW
Ffôn: (029) 2087 2088

Dear Councillor Weaver,

Policy Review & Performance Scrutiny Committee: 12 September 2018

On behalf of the Policy Review and Performance Scrutiny Committee thank you for attending Committee to facilitate scrutiny of the Council's progress in tackling Sickness Absence. Members would be grateful if you would pass on our appreciation to Philip Lenz and his team for the significant preparation that went into this scrutiny. We offer the following comments and observations for you to reflect on as you continue to review and refine the Cabinet's approach.

The Committee was pleased to hear of the many new initiatives in tackling sickness absence since our previous scrutiny in January 2018. Members particularly noted the signposting to Council well-being services by GP surgeries, the flu vaccine programme targeting frontline employees, and the physiotherapy massage sessions made available in the workplace. All these appear to have contributed to an improved end of year forecast of 10.15 FTE days lost at quarter one, indicating that absence levels are expected to fall when compared with the last two years. The forecast indicates sickness absence may fall below the Wales average for 2017/18 of 10.4 FTE days lost per employee, but fail to achieve the Council's 9.5-day target.

Schools – Governing Bodies

Several Members reflected on their experience of sitting on governing bodies and the notable improvement in the sickness absence information provided to schools, which now enables governors to benchmark their own schools performance against other schools in Cardiff. We congratulate you on this work, acknowledging that you now ensure the report is sent both to the Head Teacher and to the Chair of Governors

simultaneously. This ensures governing bodies are empowered to tackle sickness absence proactively, and we urge you to take a further step of strongly recommending to schools that sickness absence becomes a standing item on all Governing Body agendas.

Schools – Consistency

You stated that you were not aware of under-reporting of sickness absence in schools, although it was mentioned in the APSE report; however, you consider there is still a return to work interview compliance issue. We understand there is some difficulty in establishing the quality of application of the sickness policy, however feel it is important that you monitor uniformity of policy adoption, and therefore we would urge you to continue development work in this area.

Benchmarking

It is the Committee's view that the challenge of bringing sickness absence below 10 days will require closer analysis of the policies of other organisations. We continue to be interested in benchmarking with other Councils. Having identified Merthyr Tydfil Council's sickness levels are considerably lower than Cardiff's and encouraged you to explore further, we remain keen to hear more of the best practice your officers unearthed in recent discussion with Merthyr's HR team. When we next examine progress of reducing sickness absence levels we will be looking for a more detailed comparison. We urge you similarly to explore the success of Glasgow Council in tackling sickness absence.

Good Practice

The Committee highlighted the practice of 'social prescribing' as a good initiative used by organisations such as United Welsh Housing and embraced by the GP service. You agreed to follow up this initiative, and we look forward to hearing how it might fit within the Council's approach to improving sickness absence when we review progress.

We note the majority of days lost through absence are caused by stress and muscular-skeletal/back reasons, and we consider there is value in the Council recording 'work related' back and muscular-skeletal sickness figures separately.

Culture

The Committee considers that culture plays a significant part in tackling sickness absence, and notes that there are some services, such as Education, that are skewed by the results of one part of the service. We refer to your example of the schools catering service with high levels of part-time staff and significant absence levels. We endorse your initiative in creating a bespoke action plan for this service, adapting reporting arrangements to ensure compliance with the policy. We feel it would be useful to see the data for Education presented without the catering service. We expect such bespoke action plans to be introduced in other service areas where one part of it shows particularly high absence rates. This should include Waste Management and parts of Social Services.

Members are also interested in how the Council can tackle high levels of sickness absence in service areas that hold vacant posts, either for budgeting reasons or because there is a difficulty filling posts. We note you have additional Health & Safety Officers that will be undertaking more work on this specific issue and more information will emerge over the next 6 months. We will therefore uphold this line of inquiry in our next scrutiny.

Finally, there are a number of action points for you to follow up in this letter, and the Committee is keen to ensure that its comments and suggestions are explored by the HR service. Therefore, we will be looking for a response on all matters we have raised in this letter.

To recap, the Committee:

- Recommends you strongly recommend to schools that sickness absence becomes a standing item on all Governing Body agendas.
- Urges you to continue development work on monitoring schools' uniformity of sickness absence policy application.
- Requests a more detailed comparison of best practice in Merthyr Tydfil and Glasgow Councils when it next monitors sickness absence.
- Urges you to explore the practice of *social prescribing* as a good initiative used by organisations such as United Welsh Housing.
- Considers there is value in the Council recording '*work related*' back and muscular-skeletal sickness absence figures.

- Considers it would be useful to see the data for Education presented without the catering service
- Will continue its interest in the sickness absence figures for service areas that hold vacant posts, and looks forward to more health and safety information informing sickness reporting over the next 6 months.

Once again, on behalf of the Committee, my sincere thanks for attending the PRAP Scrutiny Committee for consideration of Sickness Absence. I would be grateful if you would consider our views as you continue your work to reverse the sickness absence trend of the last two years, and I look forward to your response.

Yours sincerely,

A handwritten signature in black ink, reading 'David Walker' in a cursive style.

COUNCILLOR DAVID WALKER
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 Officer
Anita Batten, HR People Partner
Heather Warren, Cabinet Support Officer
Joanne Watkins, Cabinet Office Manager

SWYDDFA CYMORTH Y
CABINET
CABINET SUPPORT OFFICE

Fy Nghyf / My Ref: CM40317
Neuadd y Sir

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Dyddiad / Date: 22nd October 2018

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Councillor David Walker

Cardiff County Council
Atlantic Wharf
Cardiff
CF10 4UW

Annwyl/Dear Councillor Walker

Prap Scrutiny Committee - 12th September

Thank you for your letter dated 17th September 2018.

1. Recommends you strongly recommend to schools that sickness absence becomes a standing item on all Governing Body agendas.

This was raised as an agenda item at Chair of Governors meeting on the 16th October. In addition to sending the quarterly benchmarked data reports to the Chair of Governors and Headteacher of each school, a communication will also be sent to the school Clerks to Governors circulation list requesting that they ensure the item is included on the governing body agenda. Finally, the benchmarked data communication to Chairs of Governors and Headteachers includes the following statement:

'As personal data is not included, please share the benchmarked data report with your governing body for information and discussion at its next meeting.'

From Q2 reports this message will be moved to a more prominent position.

2. Urges you to continue development work on monitoring schools' uniformity of sickness absence policy application.

GWEITHIO DROS GAERDYDD, GWEITHIO DROSOCH CHI

Mae'r Cyngor yn croesawu gohebiaeth yn Gymraeg, Saesneg neu'n ddwyieithog. Byddwn yn cyfathrebu â chi yn ôl eich dewis, dim ond i chi roi gwybod i ni pa un sydd well gennych. Ni fydd gohebu yn Gymraeg yn arwain at oedi.

WORKING FOR CARDIFF, WORKING FOR YOU

The Council welcomes correspondence in Welsh, English or bilingually. We will ensure that we communicate with you in the language of your choice, as long as you let us know which you prefer. Corresponding in Welsh will not lead to delay.



HR Officers continue working with schools to ensure sickness is captured and reported on HR system.

ATEBWCH 1 1 PLEASE REPLY TO:

Swyddfa Cyr-north Y Cabinet / Cabinet Support Office, Ystafell / Room 518, Neuadd y Sir / County Hall Glanfa'r Iwerydd / Atlantic Wharf, Caerdydd/Cardiff, CF10 4UW
Ffon / -rel: (029) 2087 2598

3. Requests a more detailed comparison of best practice in Merthyr Tydfil and Glasgow Councils when it next monitors sickness absence.

Further work will be done to develop a detailed comparison of practice in Merthyr Council following recent visit and we will investigate sickness absence management in Glasgow Council.

4. Urges you to explore the practice of social prescribing as a good initiative used by organisations such as United Welsh Housing.

I have asked officers to follow-up on the practice of social prescribing and make contact with United Welsh Housing in relation to this initiative.

5. Considers there is value in the Council recording 'work related' back and muscular-skeletal sickness absence figures.

Currently we report work related back and muscular skeletal sickness absences which relate to Occupational Ill Health or Industrial Injury, the latter having a direct link to work. APSE have indicated that there is a direct link between high levels of absence in roles such as refuse workers and homecarers and their working practices and advocate preventative measures such as those mentioned at the Scrutiny meeting e.g. early referral to physiotherapy. I am not clear as to the value of this suggestion and the extra work it will mean for officers and will discuss it further with the Council's Health & Safety manager.

6. Considers it would be useful to see the data for Education presented without the catering service

As mentioned at the meeting, the Education Directorate have identified this as an area of focus and an action plan for the catering service has been developed. Attached at Appendix 1 is that sickness absence data for the central Education Service with the breakdown of the catering service sickness absence data for 2017/18 and for Quarter 1 2018/19.

7. Will continue its interest in the sickness absence figures for service areas that hold vacant posts, and looks forward to more health and safety information informing sickness reporting over the next 6 months.

I note your interest in sickness absence figures for areas which hold vacancies and we can explore this further. As mentioned at the meeting Health & Safety colleagues are reviewing stress risk assessments across Directorates and this will be used to inform prevention interventions and support for staff in reducing stress in the workplace.

Yn gywir

Yours sincerely

A handwritten signature in dark ink, appearing to read 'C. Weaver', with a stylized, flowing script.

Councillor / Y Cyngorydd Chris Weaver

Cabinet Member for Finance, Modernisation & Performance

Aelod Cabnet dros Gyllid, Moderneiddio a Pherfformiad

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CYNGOR CAERDYDD

CARDIFF COUNCIL

POLICY REVIEW AND PERFORMANCE

SCRUTINY COMMITTEE

12 June 2019

Draft Annual Report 2018/19

Reason for this Report

1. To seek Committee's approval for the draft Annual Report 2018-19 prior to its consideration by Full Council.

Background

2. The Cardiff Council Constitution requires all Scrutiny Committees to 'report annually to the Council on their workings and make recommendations for future work programmes and amended working methods if appropriate.'
3. A copy of the Policy Review & Performance Scrutiny Committee's draft Annual Report for 2018 -19 is attached at **Appendix A**. This report lists all items considered from June 2018 to May 2019, and highlights those topics where the Committee has had greatest impact.

Legal Implications

The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications.

Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

Financial Implications

There are no financial implications arising directly from this report.

RECOMMENDATION

The Committee is recommended to consider, if necessary amend, and approve the attached Policy Review & Performance Scrutiny Committee draft Annual Report 2018-19 for presentation to Council on 20 June 2019.

DAVINA FIORE

Director of Governance and Legal Services

6 June 2019



Policy Review and Performance Scrutiny Committee

Annual Report 2018–2019

June 2019



Cardiff Council

*This document is available in Welsh
Mae'r ddogfen hon ar gael yn Gymraeg.*

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Committee Membership 2018/19



Councillor David Walker
Chair



Councillor Rodney Berman



Councillor Bernie
Bowen Thomson



Councillor Joe Boyle



Councillor Lyn Hudson



Councillor Norma Mackie



Councillor Ashley Lister



Councillor Stephen Cunnah

Chair's Foreword



To be added

A handwritten signature in black ink that reads "David Walker". The signature is written in a cursive style.

Councillor David Walker

Chair, Policy Review & Performance Scrutiny Committee

Overview

This Annual Report covers the work of the Committee for the 2018/19 municipal year, commencing in June 2018 and ending in May 2019. It explains the many different types of scrutiny the Committee has undertaken in this period, categorises the various topics considered, and presents the highlights and outcomes of its work in 2018/19, from *page 9* onwards.

This year the Committee has re-affirmed the benefit of scrutiny member engagement in corporate planning, hosting an informal session where all five scrutiny chairs brought their committees concerns to the table to inform corporate plan target setting. In an open and constructive discussion the Leader and Cabinet welcomed the breadth of informed scrutiny member views, and in response delivered a more meaningful and inclusive Corporate Plan 2019-22 for the citizens of Cardiff.

With the impact of scrutiny in mind the Committee is committed to ensuring that the value and usefulness of scrutiny's work in informing the Council's decision-making is recognised. To that end, an inquiry is on-going exploring models of capturing the impact scrutiny delivers. It will also seek to recommend appropriate systems for measuring the impact of scrutiny and monitoring how well recommendations accepted by the Cabinet are implemented.

The Committee continues to focus on Sickness Absence given that it remains a key challenge for the Council. We undertook an in depth short scrutiny in September 2018, and have successfully engaged with the Human Resources service area to commission scrutiny research that will benefit the service in tackling the issue.

Finally, this year we have received encouraging feedback from the Customer and Digital Services team, having received a positive Cabinet response and

action plan for the future following our Customer Service inquiry in 2017/18. We will continue to monitor how the aim of changing the customer focus and culture of the Council develops.

Committee Responsibilities

The Policy Review and Performance Scrutiny Committee's Terms of Reference confer upon it two distinct scrutiny roles. Firstly, an overarching responsibility to scrutinise, monitor and review the overall corporate performance and improvement of the Council. Secondly, to scrutinise, monitor and review the effectiveness of specific functions, such as the Corporate Planning and Improvement framework, the Capital Ambition Delivery Programme, Finance, ICT, Human Resources, Governance, Legal Services, Property, Procurement, Customer Services and the Public Services Board.

Within the current organisational structure the Committee's Terms of Reference¹ determine that its responsibilities fall within three of the Council's Directorates; as follows

The **Corporate Resources Directorate** falls within the Committee's remit in its entirety and comprises; *Commissioning and Procurement; Finance; Human Resources; Digitalisation and Customer Services (including Corporate Complaints and Connect to Cardiff (C2C); Performance & Partnerships (including Bilingual Cardiff).*

The **Economic Development Directorate** includes *Corporate Landlord, Strategic Estates* (including both the *operational* and non-operational portfolios), *Facilities Management* and *International Policy*.

The **Governance and Legal Services Directorate** falls within the Committee's remit in its entirety and comprises; *Committee & Members'*

¹ Terms of Reference for this Committee can be found on page 26.

Services; Electoral Services; Equalities, Glamorgan Archives; Legal Services; and Scrutiny Services.

Work Programme 2018/19 - the statistics

Throughout 2018/19 the full Committee has held 11 public meetings as programmed in the Council's calendar of meetings, scrutinising 23 reports, covering a wide variety of topics in line with its Terms of Reference. This activity culminated in 24 letters to the Cabinet and Senior Management Team, sharing the Committee's comments, concerns and recommendations following the scrutinies. In response the Committee received 16 letters from the Cabinet.

The success of Scrutiny is dependent on the capacity, skills and development of those Members that sit on Scrutiny Committees. There has been some movement in Membership of the Committee throughout the year, though generally good attendance has been maintained. In June 2018 the Annual Council meeting delivered two changes in membership. The Committee welcomed Councillors Hudson and Lister to replace Councillors McKerlich and Owen Jones. Sadly, Councillor Jim Murphy, a well-respected member of the Committee died in December 2018, having contributed many years' service to the Committee and its task groups. Councillor Stephen Cunnah recently left the Committee having been in post since its inauguration with the new administration in May 2017. This year three members volunteered to participate in a task and finish inquiry which is ongoing, *The Impact of Scrutiny*. The Committee also agreed to continue supporting a Performance Panel sub group, for which four Members volunteered, and which met twice during the year.

Webcasting proceedings remains an aspiration of the Committee and, whilst it has successfully webcast two meetings in 2018/19, going forward the majority of its 2019/20 meetings will be available for viewing by interested parties. The Committee therefore looks forward to

continuing and improving on transparent engagement, and to playing its part in contributing to the Council's webcasting performance indicator.

To support its work the Committee continues to benefit from one full time principal scrutiny officer, a proportion of the scrutiny researcher post, and the support of a committee administrator. High level oversight of its work has been through the new Head of Democratic Services, who continued the work of the Committee between March and May in the temporary absence of its Principal Scrutiny Officer.

The Committee has used a variety of approaches to examine the topics scrutinised. All topics are listed below, analysed under the relevant type of scrutiny, and a selection have been highlighted to illustrate the Committee's impact in 2018/19.

Highlights of 2018/19

Partnership Scrutiny

Where the Committee has performed the statutory role introduced by the Well-being of Future Generations Act (Wales) 2015 and conferred upon it by Council. In 2018/19 the Committee considered:

Cardiff Public Services Board Scrutiny

The Well-being of Future Generations (Wales) Act 2015 (WFG) subjects the Council and its partners with a duty to ensure that the governance arrangements in public bodies for improving the well-being of Wales take into account the needs of future generations.

The WFG Act established a statutory Public Services Board (PSB) for each local authority area in Wales, the core

members of which include the Local Authority; the Local Health Board; the Welsh Fire and Rescue Authority; and Natural Resources Wales. It also conferred a statutory remit for Scrutiny:

- To review decisions made or actions taken by the PSB;
- To review the Board's governance arrangements;
- To make reports to the Board regarding its function or governance arrangements; and
- To require PSB members to attend Committee.

To address this duty the Council's Constitution confers the statutory responsibility for upholding the requirements of the Act upon the Policy Review and Performance Scrutiny Committee for scrutiny of the Cardiff Public Services Board (CPSB). Therefore in 2018/19 the Committee continued to perform strategic overview scrutiny of CPSB, welcoming Cardiff & Vale Health Board, Natural Resources Wales, and South Wales Fire Service to Committee in June 2018 alongside the Council Leader as Chair of the CPSB. The purpose was to consider its governance arrangements.

The Committee was reassured that the Delivery Plan for the Well-being Plan agreed by all partners was in place, and that all partners strategic plans had been mapped in order to develop the shared Well-being priorities, and would therefore be taken forward within their own Strategic Plans.

Members sought clarity as to how the Committee would be able to measure progress, specifically what projects, proposals, and targets would enable it to hold the CPSB to account. The Leader explained that the Well-being Plan contains statutory 'steps' identifying practical actions and that the Council has aligned its Capital Ambition Delivery Programme to support key projects underway within the Programme Boards, whose work consists of multi-agency projects to deliver the Well-being Plan. The Committee will be able to measure progress by considering the CPSB's first Annual report in July 2019.

CPSB Programme Boards focus on key projects. However given that they are bodies that do not represent all stakeholders, the Committee stressed the importance of membership being constituted to ensure diversity.

Joint Scrutiny

Where the Committee has joined together with one or more scrutiny committees to examine a topic of a cross-cutting nature to enable collective consideration of the issues. In 2018/19 this included:

- Joint scrutiny of the Corporate Plan 2019-22 target setting (Feb'19)

Once again in a spirit of co-production the Leader enabled the Committee's Performance Panel to host an informal joint scrutiny of the Corporate Plan target setting process. All Scrutiny Chairs were invited to participate and a valuable session ensured policy development scrutiny impact for all five scrutiny committees within the Corporate Planning process. The session considered proposed targets in detail, providing an opportunity to feed cross scrutiny committee observations into Cardiff's final draft Corporate Plan 2019-22, before it was presented to formal Cabinet.

Members were able to ensure that any changes to the detail of the Corporate Plan Performance Indicators and Targets, made as a consequence of discussion with scrutiny chairs, were captured and thereby had a strong validating impact of the value of scrutiny.

Policy Development / Consultation Scrutiny

Where the Committee has contributed to the Council's policy development processes by considering draft policy documents. In 2018/19 the Committee considered;

- Budget Strategy 2019/20 – focussed on social services (Sept'18)

- Budget Reduction Requirement 2019/20 & Consultation Changes for Cardiff (*Dec'18*)
- Draft Corporate Plan 2019-22 (*Jan'19*)

Budget Strategy & Consultation Changes for Cardiff

The Committee considers it important that Scrutiny Members play an active part in scrutinising proposed changes to the budget, to ensure the Council has the finances in place to continue to deliver sustainable local services. This year the Committee undertook significant oversight of the Council's Budget Strategy focussing particularly on the challenges faced by Social Services (*Sept '18*), followed by consideration of the Budget Reduction Requirement for 2019/20 (*Dec '18*), and the budget consultation, Changes for Cardiff (*Dec '18*).

Focussing on Social Services in September 2018, was a good opportunity to provide Members with a fuller understanding of the financial resilience work underway to tackle the challenges the Directorate continues to face. Members heard that focus on prevention is crucial, noted that there is more work to do on demand management, endorsed an invest-to-save approach to developing preventative services, looked forward to hearing outcomes from a move away from the current model placing children out of county and the impact new ways of working with health partners would have on the Social Services budget.

This year the Committee expressed concern about the annual Budget Consultation 2019/20, Changes for Cardiff. It felt that the consultation was not straightforward to complete and required the respondent to make a judgement without the figures for informed judgement. Members suggested the questions be concentrated in a removable section, and pointed out that some of the questions were leading. They had concerns about an apparent lack of pre-launch testing, considering that the

survey could have been improved had it been tested with Councillors, minority groups, and particularly with the Youth Council. The Committee did however support the Council in its focus group work with ethnically diverse minority groups, using sensitive and appropriate facilitators. Importantly, Members recommended that next year the Cabinet factors engagement with scrutiny into its planning timelines for the 2020/21 budget consultation.

Pre-decision Scrutiny

Where the Committee has evaluated and commented on policy proposals before they are considered by the Cabinet, providing the Cabinet with an understanding of Scrutiny Member's views prior to making their decision. In 2018/19 the Committee considered;

- Band B Capacity and Governance arrangements (July'18)
- Purchase and sale of leaseholds (Dec'18)
- Emergency purchase of streetscene vehicles (Jan'19)
- Draft Corporate Plan 2019-22 (Feb'19)
- Draft Budget proposals 2019-20 (Feb'19)

Draft Corporate Plan 2019-22

The Committee followed up on December's policy development scrutiny of the draft Corporate Plan 2019-22, with early pre-decision scrutiny of the Corporate Plan 2019-22 at its January 2019 meeting. Members heard there were many examples of Scrutiny engagement having influenced and shaped the draft to date, and welcomed the inclusion of Steps within the Plan, inserted as a result of last years' Committee recommendations.

Members drew attention to the need for a further examination of Agency Costs, to identify those areas where the Council really could make a case for using short term agency staff, and highlighted the potential for savings by reducing the use of agency workers. The Committee advised Cabinet in its

letter that it would like to see a strategy for reducing agency use, and plans to add this topic for consideration in the Committee's future work programming.

The Committee highlighted once again that some Directorates have too few KPI's to evaluate performance, and urged re-consideration of the number of performance measures (KPI's) within the Corporate Plan for the Economic Development Directorate.

The Committee welcomed significant adjustments and amendments made to the Corporate Plan following Members' comments and observations as a result of scrutiny engagement, providing evidence of the impact of scrutiny. Both Cabinet and PRAP Members recognise the value of effective collaboration between the Authority's strategic policy making and scrutiny functions in strengthening the governance of the organisation. The Committee recognised that the Corporate Plan could not be all encompassing, however stressed that having a performance target where there is a Step to achieve is important. The Cabinet explained that a one to one relationship between Steps and performance indicators is not always the most appropriate way of tracking performance, however, where it is appropriate the Plan will include a corresponding KPI.

Draft Budget Proposals 2019-20

In February 2019 the Committee once again scrutinised both the overarching Budget Proposals for 2019-20, and the specific budget proposals of three directorates relevant to its terms of reference, the *Resources, Economic Development, and Governance & Legal Services Directorates*. However this year it also dedicated time to scrutiny of the Capital Strategy 2019/20

During consideration of the *whole Council* budget the Committee was re-assured by Cabinet that scrutiny of the budget is valuable, illustrated by increases made in year to the contingency fund as a result of substantial debate between Cabinet and PRAP in the previous year. Members were assured that all anticipated savings were robust and achievable, even those risk assessed as red.

The Committee once again expressed its interest in having a clearer picture of the budget allocated to the employment of agency workers, particularly costs incurred by the Director of Social Services. Similarly, Members requested additional information in respect of employee turnover rates. The Committee request that external consultant expenditure for the financial year would be useful to consider when scrutinising the following year's budget was accepted.

Members expressed some concern that smaller service areas were expected to deliver disproportionately large savings in the proposals brought forward for consideration, such as the Governance and Legal Services Directorate compared with a larger directorates such as Waste Management. A good example being the Policy, Performance and Research restructure where the service was expected to propose a £204,000 saving on a £722,000 budget.

The Committee found the presentation on the Council's Capital Strategy 2019/20, highlighting the link between Capital and Revenue budgets, useful context to its scrutiny of the overall budget. During this Members explored the robustness of capital resourcing, receiving clarification that, where the budget includes proposed capital expenditure, then approval in principal is in place. A capital project must have grant approval before proceeding and a delay in grant funding can impact on decision making.

Monitoring Improvement

Where the Committee has undertaken monitoring of the Council's improvement progress. In 2018/19, the Committee considered:

- Digital Ambition (July'18)
- Sickness Absence (Sept '18)
- Statutory Annual Well-being Report (Oct'18)
- Bi-lingual Cardiff Strategy Action Plan (April '19)

Digital Ambition

In July the Committee welcomed the Digital Strategy as a long term plan central to delivering the Capital Ambition programme. The Council's new senior management structure included the appointment of a Chief Digital Officer. The Committee noted the key principles of the strategy, and intends to factor the action plan that follows into its future work programme.

Members considered there was significant potential for the strategy to impact on staff, and drew the chief officer's attention to the implications for resources, and the savings that might unfold from greater digitalisation of Council services.

The Committee commented on the recently launched Cardiff App, that its functions were limited and members urged that there should be an increase in the services it offered. The Chief Officer offered the Committee sight of draft proposals for future proposed transactions. Members stressed the importance of all Councillors understanding how the App would support them in their representation of citizens. Highlighting some technical glitches that required ironing out, a Member of the Committee volunteered for the 'smart councillor' test group.

The Committee is particularly keen that the digitally disadvantaged remain central to the Digital Strategy. It expressed a note of caution that the Council must be able to deal with the potential increase in demand that ease of access to its services is likely to create.

Sickness Absence

In September 2018 the Committee followed up its January 2018 short scrutiny of sickness absence, and heard that there had been new initiatives in tackling sickness absence. The Council's target for 2018/19 was set at 9.5 FTE days. The 2018/19 end of year forecast at quarter one anticipated that absence levels were expected to fall when compared with the previous two years. The forecast even suggested that sickness absence may fall below the Wales average for 2017/18 of 10.4 FTE days lost per employee. The actual outturn for 2018/19 was 11.53 days, greater than had been forecast throughout the year.

Headline suggestions for improvement falling out of this scrutiny included Members recommending that in all schools sickness absence became a standing item on Governing Body agendas. Consequently, in addition to sending quarterly benchmarked data reports to the Chair of Governors and Head Teacher of each school, for discussion at the next governing body meeting, clerks to the governing body were requested to ensure sickness absence was included on the agenda. The Committee also urged continued development work on monitoring schools' application of the Council's sickness absence policy.

Members considered it would be useful to see the sickness absence data for Education presented without the catering service. This had already been an area of focus for the Education Directorate and an action plan has been developed for

the catering service. The information was subsequently provided.

The Committee requested a more detailed comparison of best practice with Merthyr Tydfil Council, which had reported low levels of sickness absence. A detailed comparison of sickness absence practices will be reported to the Committee's June 2019 meeting.

Members felt strongly that there was value in the Council recording '*work related*' back and muscular-skeletal sickness absence figures. The Chief Officer Human Resources agreed to discuss the suggestion further with the Council's Health & Safety manager.

The Committee expressed an interest in the sickness absence figures for service areas that hold vacant posts. The Chief Officer agreed to explore this further, informing Members that Health & Safety colleagues were reviewing stress risk assessments across Directorates, which would be used to inform preventative interventions and support for staff in reducing stress in the workplace.

Monitoring Performance

Where the Committee has undertaken monitoring of the Council's performance. In 2018/19, the Committee considered:

- Quarter 4 performance 2017/18 (June '18)
- Quarter 2 performance 2018/19 (Nov'18)

Over the year the Committee has continued to monitor performance, and has importantly sought to influence the accessibility of the performance reporting style. It has developed a positive relationship with performance lead officers, and consequently the Committee's concerns and observations have been constructively received. Members have fed back on the following issues that will continue to inform performance scrutiny in 2019/20:

- **Presentation/design** - the importance of Members being able to access performance information successfully, whether digitally, or by A3 colour scorecard sent well in advance to aid preparation for Committee.
- **Performance mechanisms – Red Amber Green (RAG) Assessment and Self-Evaluation** -. the Committee raised concerns about the quality of self-evaluation, and how effectively the organisation was questioning the effectiveness of its performance. Members identified a need for better understanding of the criteria that are being applied to the internal RAG self- assessment. Later in the year Members were assured that self-assessment by services had improved, and that new mechanisms were in place so that the quarterly monitoring of issues of corporate significance were emerging earlier. The Committee's challenge on such issues was acknowledged as an important part of the process.
- **Consequences** - the Committee expressed its view that missed targets and budget overspends by Directorates should not be without consequence and action where appropriate, as in the future the Council may not have the capacity to cope with overspends. Members felt senior

managers need to be accountable for overspends which have not been specifically authorised by the Senior Management Team or the political leadership.

- **Benchmarking** – Members noted that progress continues to be made in creating appropriate data set comparisons for the Council. This is a development which is long awaited.
- **Performance and finance** -The Committee re-iterated the importance of strong links between finance (budgeting) and performance reporting. Target setting should include financial parameters and savings goals
- **Predicting trends** - Members consider effectively predicting local and national trends for children's services is important and noted the Council's work on early preventative measures.
- **Capturing the position** – The Committee observed that the narrative of the quarterly performance report could better illustrate the pressures the Council faces in some areas. This may require a preventative focus. Members requested that in future the report provides a snapshot of progress against each priority and aim early in the report.

Briefings post Cabinet

Where timescales have not allowed for pre-decision or policy development scrutiny, and to ensure the Committee is kept informed of developments, proposals or progress, in 2018/19 the Committee considered:

- WAO Review of Scrutiny (Oct'18)
- Facilities Management (Nov'18)
- Delivering Capital Ambition – Modernisation Programme (March'19)
- Delivering Capital Ambition – Resilience Programme (April'19)
- WAO Review of Delivering Capital Ambition (May'19)

Delivering Capital Ambition

The Council's Delivering Capital Ambition Programme, established in 2017, has been a central focus of the committee's work throughout March, April and May 2019. The scale of the programme justified two separate briefings. In March Members were briefed on the *Modernisation* portfolio of the programme, considering projects that will deliver the transformation of corporate systems and processes that support service delivery (*Corporate Landlord, Digital First and Service Reviews*). In April Members were briefed on the *Resilient Services* portfolio, considering projects that will deliver the transformation of front-line services (*Improving outcomes for children, improving outcomes for adults, Inclusive growth and Streetscene*).

Members were advised that appropriate structures, clear milestones and governance arrangements were in place to effectively progress the delivery of the Capital Ambition Programme. However following the briefing on the Modernisation programme they expressed concerns regarding how future service reviews would be identified, highlighting that there did not appear to be a systematic selection process or set of criteria for identifying those service areas which would benefit from review. Members indicated that councillors could contribute to such selection, and would welcome the opportunity to assist in the identification, selection and prioritisation of those service areas in need of modernisation and performance improvement.

Following its briefing on the *Resilient Services* portfolio the Committee advised the Cabinet Member Finance, Modernisation and Performance that, as the presentation had been primarily to inform scrutiny members of the scope and range of the portfolio, going forward further in depth scrutiny of specific project areas specific to all five scrutiny committees could be undertaken. Importantly as Councillors, Members have considerable experience of accessing the Council's frontline services, and urged those responsible for frontline services to engage with all Members in seeking to assess failures and make improvements.

Over the period September 2018 to March 2019 the Wales Audit Office (WAO) carried out a review to monitor the development and implementation of the Capital Ambition Delivery Programme, to observe the governance arrangements in practice. Its report was published in April 2019 and presented to the Committee in May 2019. A proposal for improvement was that the Council needs to *strengthen the role of scrutiny in engaging with, and challenging the delivery and impact of, the Programme to increase accountability and help provide momentum*. Members sought clarification from the WAO as to what exactly strong scrutiny of the programme would look like. The Committee will factor monitoring of the programme's delivery into its forthcoming 2019/20 work programming discussions.

Wales Audit Office Review of Scrutiny – Fit for the Future?

In July 2018 the WAO published its review of scrutiny in Cardiff undertaken as a part of the Fit for the Future national inspection of all 22 councils in Wales. The review concluded that *“scrutiny arrangements in Cardiff are well-developed and supported by a culture that makes them well-placed to respond to current and future challenges, but the Council could be more innovative in how it undertakes scrutiny activity”*.

The Council was issued with five Proposals for Improvement, to consider more innovative scrutiny methods; consider the skills and training that scrutiny members may need for future challenges; make scrutiny committees' forward work programmes more accessible to the public; and to review the type of support required to enable the scrutiny function to respond to current and future challenges. An action plan to address the proposals was presented to the Committee, and there was recognition that this would provide Members with an effective monitoring tool to evaluate progress over time.

Task & Finish Scrutiny

Where the Committee considers there is an opportunity to examine in detail the issues and wider options available, to assist the Council in improving the way a service is delivered:

- The Impact of Scrutiny (*on-going*).
- Cabinet response to *Managing the Estate under a Corporate Landlord Model* (Nov '18)
- Cabinet response to *Customer Leadership* (Dec'18)

The Impact of Scrutiny

This year the Committee has prioritised a task and finish inquiry to evaluate the impact of the scrutiny function on the delivery of Council services. It will do this by reviewing existing evidence of scrutiny impact on Council decision-making and service development since 2012, and proposing a mechanism for measuring and capturing the future impact of scrutiny. This has involved identifying theoretical models for recording and capturing impact; seeking evidence of successful approaches to monitoring impact by other Councils in England and Wales; and identifying a practical model of recording and capturing impact, appropriate for use in Cardiff.

Customer Leadership

In December 2018 the Committee received the Cabinet's response to its task group report, published in May 2018, identifying opportunities for placing the customer at the heart of Council's service delivery, and requiring elevation of the profile of customer service, both politically and operationally. Just seven recommendations stemmed from the inquiry, however the Cabinet's response

clearly demonstrated that the Committee's work had provided a platform and the impetus to strengthen customer focus within the Council, facilitating a step change in customer service awareness, and council-wide consistency of customer service standards. The Committee's recommendations required a culture shift that would demand new behaviours from managers and staff, essential as the Council moves forward its digital ambitions.

The Customer Services service area has taken a project management approach, with clear milestones and responsibilities set out for each of the Committee's seven recommendations, and the Committee was briefed on the positive way customer services managers had embraced the recommendations. There are clear plans to motivate staff with a new strategic suite of customer focussed documents as the starting point for a customer roadshow and a Customer Charter which will be launched at the commencement of the 2019/20 personal review cycle.

Customer focussed training will ensure all staff understand who their customers are, and therefore the Committee welcomed the proposal of robust training for all, stressing the importance of full staff coverage, which it will monitor in the future.

The Committee once again highlighted that Members have considerable experience of accessing the Council's frontline services, and urged the service to engage with all Members in evaluating the Council's customer service strategy and where improvement is required.

Managing the Estate under a Corporate Landlord Model

In November 2018 the Committee considered the Cabinet's response to its task group report, published in May 2018, examining the challenges of managing the Council's non-residential estate centrally, under a Corporate

Landlord model. The inquiry delivered three emerging themes: *securing corporate buy-in* for the model, *policies and processes* connected to implementation and the *benefits of successful implementation* of the model. The Committee again issued a carefully considered number of recommendations for Cabinet's consideration and focus.

The inquiry was positively welcomed by the Cabinet, and the Council has made progress in implementing the recommendations. We heard that staff supporting the schools investment and estates function had moved into the Investment and Development Directorate, and consequently implementation of the Corporate Landlord Model now sat within a single Cabinet portfolio. Looking ahead many changes were planned for the Building Services function of Property Services, with a view to improving the quality of building work through effective commissioning and inspection.

The Committee recommended that a preventative maintenance programme should be in place for all Council assets. Members were advised there is insufficient budget to address the full maintenance programme required for existing assets, and a condition programme is under development, to enable priorities to be set. We will therefore programme scrutiny of the next Corporate Land and Property Maintenance Plan.

In respect of schools the Committee concurred that it is critical to prioritise and maximise value from the Band B money available, such as combining similar repairs to procure better tender prices. Members are therefore keen to ensure that schools are clear about the point at which they require Corporate Landlord support in using use local builders.

Future Work Programming Opportunities 2019/20

There are a number of items that will need to be carried forward and re-visited following this year's work. Topics commended to the Committee of 2019/20 for consideration in its work planning include:

- The first annual report of Cardiff's Public Services Board.
- Continuing the Committee's interest in how the Council can reduce its use of agency workers.
- Pre-decision/publication involvement in the 2020/21 budget consultation.
- Scrutiny of/access to external consultancy expenditure for the current financial year when scrutinising the proposed draft budget.
- Digital Strategy- scrutiny of the action plan that follows the key principles of the Digital Strategy, also scrutiny of draft proposals for future proposed App transactions.
- Delivering Capital Ambition - monitoring of the programme's delivery.
- Annual Performance Well-being Report.
- Progress updates of corporate focus on customer leadership.
- Scrutiny of the Corporate Land and Property Maintenance Plan
- Continued monitoring of the Council's absence and sickness record.
- Review progress of the Bilingual Cardiff Strategy Action Plan

COMMITTEE TERMS OF REFERENCE

- To scrutinise, monitor and review the overall operation of the Cardiff Programme for Improvement and the effectiveness of the general implementation of the Council's policies, aims and objectives.
 - To scrutinise, monitor and review the effectiveness of the Council's systems of financial control and administration and use of human resources.
 - To assess the impact of partnerships with, and resources and services provided by, external organisations including the Welsh Government, joint local government services, Welsh Government Sponsored Public Bodies and quasi-departmental non-government bodies on the effectiveness of Council service delivery.
 - To report to an appropriate Cabinet or Council meeting on its findings and to make recommendations on measures which may enhance Council performance in this area.
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Draft

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CYNGOR CAERDYDD**CARDIFF COUNCIL****POLICY REVIEW AND PERFORMANCE****SCRUTINY COMMITTEE****12 June 2019****Forward Work Programme 2018/19****Purpose of the Report**

1. To advise Members of the proposed schedule of Policy Review & Performance (PRAP) Scrutiny Committee meeting dates for 2019/20.
2. To advise Committee of the provisional agenda for 10 July 2019, attached at **Appendix 1**.
3. To seek Members preferences on the way forward for developing and agreeing the 2019/20 work programme.

Proposed Dates of Committee Meetings

4. At the Annual General Meeting (AGM) of Council on 23 May 2019, Members considered provisional dates for all committee meetings, subject to further consultation with Chairs and Committee. There are ten scheduled meetings for this Committee July 2019 – July 2020, as follows:

25 September 2019	11 March 2020
16 October 2019	No meeting currently scheduled in April 2020
13 November 2019	13 May 2020
11 December 2019	10 June 2020
15 January 2020	15 July 2020
Between 11 -18 February (Budget proposals 2020/21)	

5. Members are asked to note the following:
 - a. Committee meetings are scheduled on a Wednesday commencing at 4.30pm, apart from the February 2020 Committee meeting, which is dedicated to scrutiny of budgetary proposals and is likely to take place during the day, rather than at 4.30pm
 - b. The dates proposed for September 2019, December 2019, May 2020, and July 2020 schedule Committee for the day before Cabinet.
 - c. There is no meeting currently scheduled for April 2020.
6. Attached at **Appendix 2** is the forward plan for the July meeting of the Committee. The Core Office item originally planned for June will also be taken forward to the July agenda.

Developing a Work Programme

7. The work programme, whilst constructed at the beginning of the municipal year, is updated and amended during the year in order to respond to urgent priorities, policy developments, and unplanned pre-decision opportunities. It also has to remain flexible and responsive in order to cover any urgent issues occurring throughout the year.
8. The first stage is to identify potential work programme items for consideration and prioritisation by Committee Members by:
 - seeking suggestions from all Members and officers;
 - reviewing the items recommended by the previous Committee;
 - reviewing corporate documents, forthcoming legislation, the work programmes of relevant auditors, inspectors and regulators and partnership, consortia and regional documents; and
 - checking other relevant documentation to identify areas within the terms of reference for the Committee

9. Following the preparation of a list of potential items, Committee Members will need to prioritise the items, given the range of subject areas covered by the Committee and the limited resources available. Traditionally, Members prioritise items where scrutiny can have most impact, that are of importance to the public, that will help to deliver improved performance and that are not being investigated by other routes. This ensures that the time and resources available to the Committee are most effectively used.
10. Members have used a variety of approaches to work programming, such as holding an informal work programming forum to consider and prioritise items, or using online communication through the Chair and Principal Scrutiny Officer. Proposals, whether developed by forum or online, are presented to the full committee in September for formal approval of the work programme.

Way Forward

11. During the meeting, Members may wish to:
 - a. note the proposed dates for PRAP scrutiny committee September 2019 – July 2020.
 - b. note the provisional agenda items for July 2019.
 - c. discuss and agree the approach to developing the Committee's work programme for 2019-20, so that a final version of the programme is brought back to the Committee in September 2019 for formal approval. Members may also wish to raise particular issues of interest for inclusion in the Committee's work programming forum discussions.

Legal Implications

12. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

Financial Implications

13. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

RECOMMENDATION

The Committee is recommended to:

- I. agree the proposed dates for PRAP scrutiny committee September 2019 – July 2020.
- II. agree the provisional agenda items for July 2019.
- III. agree the approach to developing the Committee's work programme for 2019-20.

DAVINA FIORE

Director of Governance and Legal Services

6 June 2019

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10 July 2019	
Cardiff Public Services Board Annual Report 2018/19 First Annual Report on the Boards progress	Leader of Cardiff Council Chief Executive Statutory Partner representatives Head of Performance and Partnerships
Annual Performance Report 2018/19 Outturn report of Council performance against its Well-being objectives for 2018/19	Cabinet Member Finance Modernisation and Performance Head of Performance and Partnerships
Core Office Accommodation Pre-decision scrutiny of work to develop proposals for future Core Office Accommodation for the Council, which aims to reduce operating costs, the maintenance backlog and provide improved facilities.	Cabinet Member Investment & Development Director of Economic Development

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