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AGENDA

Committee POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

Date and Time of Meeting TUESDAY, 16 MAY 2023, 4.30 PM

Venue CR 4, COUNTY HALL - MULTI LOCATION MEETING

Membership Councillor Williams (Chair)
Councillors Ash-Edwards, Chowdhury, Ferguson-Thorne, Henshaw, Hunt, Stubbs, Thomson and Waldron

Time approx.

1 Apologies for Absence

To receive apologies for absence.

2 Declarations of Interest

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

3 Minutes (Pages 5 - 18)

To approve as a correct record the minutes of the previous meeting.

01/03/23
22/03/23

4 Workforce Strategy 2023-2027 (Pages 19 - 76) 4.30 pm

Committee briefing on the Strategy agreed by Cabinet March 2023.

5 Hybrid Working Policy Framework (Pages 77 - 104) 5.15 pm

Policy development scrutiny following framework agreement by Cabinet in March 2023

6 Digital & Customer Services (*Pages 105 - 108*)

6.00 pm

Progress Update

7 Date of next meeting

To be confirmed.

Davina Fiore

Director Governance & Legal Services

Date: Wednesday, 10 May 2023

Contact: Andrea Redmond, 029 2087 2434, a.redmond@cardiff.gov.uk

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POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

1 MARCH 2023

Present: Councillor Williams(Chairperson)
Councillors Ash-Edwards, Chowdhury, Ferguson-Thorne,
Henshaw, Hunt, Thomson and Waldron

50 : APOLOGIES FOR ABSENCE

None received.

51 : DECLARATIONS OF INTEREST

All Members of the Committee declared a personal interest in item 6, as advised by counsel, as the Council has a conflict of interest as the Corporate Trustee and the Local Educational Authority.

Cllr Hunt declared a further personal interest in item 6 as he knows a member of the advisory panel, he had sought legal advice on this declaration.

Cllr Chowdhury declared a further personal interest in item 6 as her son attends Cathays High School.

52 : MINUTES

The minutes of the meeting held on 17 January 2023 were approved as a correct record.

53 : CORPORATE PLAN 2023 - 26

Members were reminded that this item provided an opportunity for the Committee to undertake pre-decision scrutiny of the final draft Corporate Plan 2023-26. The Leader and senior management team had engaged informally with the Scrutiny Performance Panel comprising chairs of all five scrutiny committees recently, focussing on the target setting process for the Corporate Plan. Following the discussion, the recommendations comments, observations and concerns of scrutiny were relayed to the Leader and a response received shortly after, prior to publication of the final draft of the Plan. The issues raised and the Cabinet response were appended as appendices 2&3 to this item.

For this item, the Chairperson welcomed Councillor Huw Thomas, Leader of the Council; Councillor Chris Weaver, Cabinet Member Finance, Modernisation and Performance; Paul Orders, Chief Executive; Sarah McGill, Corporate Director People & Communities; Chris Lee, Corporate Director, Resources; Gareth Newell, Head of Policy & Partnerships; and Dylan Owen, Policy & Improvement Manager.

The Chairperson invited Cllr Thomas and the Chief Executive to make statements, after which Members were asked for their comments, observations and questions.

The Committee was of the view that there are small additions to the Corporate Plan that would improve its presentation as a public document. Members considered that the addition of a column in the KPI section indicating the position at the previous year end, would enable comparison with future targets and performance progress. Members noted that they have access to the Corporate Performance Dashboard, and that Officers would be running training sessions for Members on this, however the public do not have such access. Officers advised that they would review this but are keen to strike a balance between clarity and detail.

Cross Directorate Work

Members considered the Corporate Plan to be a good piece of work but encouraged Officers to avoid the build-up of silos, and that reflecting greater cross directorate work would improve the plan further.

Advice Services

The Committee drew attention to the need for good quality citywide advice services, given the current cost of living climate. Members noted the Council has experienced a significant increase in demand for its into work and money advice services in the past year, as more people become eligible for support. Members were also pleased to hear there has been work with our partners to streamline the gateway to advice services. Officers advised that the Community and Adult Services Scrutiny Committee has highlighted similar concerns as the provision of services through third sector organisations has decreased over recent years. Officers offered to return to committee to provide a better understanding for the demand for, and provision of, advice services available across the city.

Workforce Resilience

Members asked if Officers were confident that staff are coping with the demands where there are reductions in staffing levels. Members were pleased to hear that the formalisation of volunteering as a workplace opportunity has been a great success in areas such as libraries, and through activities such as litter picking as the Council steps up in its role as a facilitator of better communities.

The Committee heard that the FTE headcount reduction proposals in the budget were consistent with Corporate Plan deliverability, and that business cases for all voluntary severance proposals were a matter of course. Members were concerned that an over stretched workforce is a threat to the Council's resilience and were keen to ensure appropriate well-being measures were in place to mitigate unnecessary workplace stress. Officers acknowledged the importance of recognising staff given their critical role in delivering successful services, and that the budget factors in the local government pay settlement. Members also noted that the Chief Executive considers there is appropriate care and discussion on how savings are constructed.

AGREED: that the Chairperson, on behalf of the Committee, writes to the Cabinet Member conveying the observations of the Committee when discussing the way forward.

54 : DRAFT BUDGET PROPOSALS 2023 - 24

The Chairperson welcomed Councillor Chris Weaver, Cabinet Member Finance, Modernisation and Performance; Chris Lee, Corporate Director Resources; Sarah McGill, Corporate Director, People & Communities; Ian Allwood, Head of Finance;

Gareth Newell, Partnership and Community Engagement Manager and Anil Hirani, Operational Manager, Capital, Corporate & Treasury.

Members were advised that in line with Committee's Terms of Reference, they have responsibility for taking an overview of both *Revenue* and *Capital* budget proposals from a corporate and strategic point of view.

The Chairperson proposed to split scrutiny of this budget item into two parts. Firstly, an overview and questions on the 2023/24 corporate wide revenue budget proposals, followed by Members questions on the capital programme.

The Chairperson invited Cllr Weaver to make a statement on the 2023/24 budget, then Officers provided a brief verbal overview of the Corporate Revenue Budget. Members were then asked for their comments, observations and questions.

Revenue Budget

The Committee made a number of observations. The following responses were noted:

- Fees & Charges - that increases in Fees and Charges for Council Services are very much led by service areas themselves.
- Energy Prices – the proposed budget aims to offset the volatility faced in respect of energy pricing. Finance officers have made well informed best projections, and the Council is purchasing energy in advance where possible.
- Inflation - the Council's regular budget monitoring reports throughout the year will ensure inflation is factored into its financial resilience. However, continuing increases in inflation will impact on the budget.
- Grant Funding – all Directorates remain acutely aware of their grant funding positions and the Council takes advantage of grant funding wherever possible.
- The Covid Contingency Fund (£10m) has been realigned.

Financial modelling

Members sought assurance that the financial modelling used to determine the budget allocated to Directorates is effective, particularly in respect of demand led services. Members noted the Finance service works closely with all Directorates, modelling different scenarios and ensuring that contingencies are put in place, particularly for the Adult and Children's Services Directorates.

Council Tax

Members supported containing the increase in Council Tax below the rate of inflation and noted the difficult balance to be struck and that the level of increase is dependent on the budget gap. In respect of Council Tax Collection rates, Members noted that more streamlined processes are now in place that are resulting in an increased collection rate.

Employee Implications

Members highlighted that most of the Council's budget savings are made through the loss of staff and noted the headcount reduction in this budget is larger than in

previous years. Members also noted that officers consider some vacant posts simply must be filled.

Members expressed concern for staff welfare and considered that a level of experience amongst staff across Directorates must be maintained.

General & Earmarked reserves

The Committee sought reassurance that the level of reserves held by the Council are appropriate. Officers advised that Audit Wales do not issue a recommended figure they consider appropriate for reserves, Members were pleased to hear the level of earmarked reserves has increased over recent years and the section 151 officer is comfortable with the current level of reserves.

Budget Consultation

The Committee noted that Cabinet's response when the public respond negatively to a budget consultation proposal is based on its stated priorities. Officers referred to specific examples – shorter library opening times, and residential parking second permit prices – where public opinion was divided and that the former was being rejected whilst the latter was accepted.

Members clarified that the Indoor Arena was not a part of the budget consultation as it is not a new proposal. Members were keen to establish that this development project would be cost neutral to the Council and noted that an initial capital allocation of £27m funded by earmarked capital receipts would enable the project's commencement, and thereafter the venue would become self-funding via an operator agreement and is an invest to save project.

Capital Budget

The Committee was reminded that borrowing to fund Capital commitments is a general Council commitment rather than by individual project. Members were reassured that the Council seeks external advice to ensure its capital repayment strategy to cover £870million of commitments over the next 3-4 years. Members noted the impact of this on the Revenue budget was approximately £34million per annum. Members were reassured that the presentation of business cases is the base for decision-making, and that there are formal governance arrangements in place via the Treasury Management Strategy, overseen by the Governance & Audit Committee.

AGREED: that the Chairperson, on behalf of the Committee, writes to the Cabinet Member conveying the observations of the Committee when discussing the way forward.

55 : MAINDY PARK TRUST ADVISORY COMMITTEE

The Chairperson advised Members that this was an opportunity for pre-decision scrutiny of the process followed by the Maindy Park Trust Advisory Committee to progress the matter of the proposed exchange of land at Maindy Park held in Trust by the Council, for land at Cae Delyn, and the Committee's recommendations to Cabinet.

Members had previously scrutinised the decision-making arrangements on this matter and the Chairperson had specifically requested that the recommendations of the Advisory Panel come back to Committee prior to consideration by the Cabinet.

The Council appointed the independent Maindy Park Trust Advisory Committee to review the proposed land swop. The Advisory Committee has now completed its investigations and evidence gathering from internal and external stakeholders, published its decision and is making recommendations to Cabinet as sole Trustee of Maindy Park Trust.

The Advisory Committee have concluded that the proposed exchange of the Maindy Park land for the land at Cae Delyn Park *is* in the best interests of the Charity, *subject to compliance with a number of conditions*.

The Chairperson welcomed Cllr Ashley Lister, Cabinet Member, Social Services (Children). Cllr Lister is considered a non-conflicted Cabinet Member on this matter. As a new Cabinet Member in this 2022 administration, he has had no previous involvement, or personal interest, in the Council's development proposals concerning Maindy Park.

The Chairperson also welcomed Davina Fiore, Director of Governance & Legal; Jason Bartlett, Chair of Maindy Advisory Committee; and Harriet Morgan, Geldards Solicitors. The Chairperson invited Cllr Lister to make a statement and Mr Bartlett was invited to summarise the findings of the Advisory Panel.

Members referred to the proposals for Cathays High school and sought assurance that the land swop was not a *fait accompli*. Officers assured Members that Cabinet had not been put under any pressure to reach a certain outcome, there had been complete independence and external advice had been sought so there could be no allegations of improper influence.

Discussing the valuation report, Officers assured Members that the land swop would be in the best interests of the Charity, and that some land at Maindy would remain under Charity control so that more people in Cardiff could use the Charity land. Members were also assured that the valuation report was prepared by an expert, and an independent valuer had attended all the meetings and answered lots of questions.

Members referred to Caedelyn acting as a flood defence mechanism. Members were advised that this had been looked at in detail and a condition had been arranged around drainage.

A discussion took place about overage at the land at Maindy. There was a restricted covenant on the land held in trust and it can be used for recreation use only. The Council has statutory powers to overcome this, but the overage is for 75 years as this was the life span of a school building at the time it was added.

Members sought confirmation of the exact area of land at Caedelyn proposed as the swop for land at Maindy and if it constitutes the whole of Caedelyn or a part thereof. Members were advised that this information would be sought and provided after the meeting.

Members requested the crime statistics reported to the Panel for the proposed area of land swop, and requested this is made available to the public. Members were advised that this would be provided.

Members asked why condition 5 had been added and were advised that this was to reflect the importance that the Director of Governance and Legal and the Advisory Committee puts on the point, appreciating how difficult and upsetting it has been for the objectors and to ensure it doesn't happen again.

Members discussed accessibility of both sites and were advised that after hearing the oral objections, the panel visited the sites and considered that Caedelyn would be appropriate if remedial works to make it more accessible were undertaken. There would also be some improvements made to the Maindy land to make it more accessible.

Members discussed Governance and beneficiaries and were advised that the original covenant was circa 1919 and had no limits, later, 1988, it was considered the beneficiaries should be the people of Cardiff and that is what has been negotiated with the Charity Commission. Further discussion took place around Cardiff being built out since these dates.

Members sought clarification on the current usage of the land at Caedelyn and what part of it was being included in the swop. Members were advised that the current use is some pitches and recreational/walking space which would remain for those who currently use them. The detail on what part of the land would be swapped would be clarified and provided to Members.

Members noted the recommendation that the new velodrome should be built and operational before the swop takes place and asked why this was. Members were advised that it was to ensure there was no gap in provision.

Members asked if there were any tax implications to the land swop and were advised that there were none.

Members noted that the only document they have is the original conveyance document and asked if there were any others they could have had to make their decision easier. Members were advised that the governing document was the conveyance document which was not uncommon for gifts at that time.

AGREED: that the Chairperson, on behalf of the Committee, writes to the Cabinet Member conveying the observations of the Committee when discussing the way forward.

56 : URGENT ITEMS (IF ANY)

None received.

57 : WAY FORWARD

58 : DATE OF NEXT MEETING

22 March 2023.

The meeting terminated at 1.25 pm

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POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

22 MARCH 2023

Present: Councillor Williams(Chairperson)
Councillors Ash-Edwards, Chowdhury, Henshaw, Hunt,
Thomson and Waldron

59 : APOLOGIES FOR ABSENCE

Apologies were received from Cllrs Ferguson-Thorne and Stubbs

60 : DECLARATIONS OF INTEREST

None received.

61 : CABINET RESPONSE TO THE COMMITTEE'S HOME & AGILE WORKING
INQUIRY

The Chairperson advised Members, that this item was a report back to the Committee by Cabinet with the formal response to an inquiry that was undertaken by the previous PRAP committee, under the chairmanship of Cllr David Walker. Cllr Henshaw was a member of the task group that undertook this research, and as such presented it to Cabinet in July 2022. The Cabinet response was agreed in January, and Members have an opportunity to hear how the 9 recommendations were received, whether they have informed policy development work on hybrid working to date and why some recommendations were not fully accepted.

For this item, the Chairperson welcomed Councillor Chris Weaver, Cabinet Member Finance, Modernisation and Performance and Chris Lee, Corporate Director, Resources.

The Chairperson invited Cllr Weaver to make a statement then asked Chris Lee to take Members through the Cabinet response and presentation. Members were then asked for their comments, observations, and questions.

Members were pleased to hear there was a process of continual review and renewal as it was important not to lock ourselves into things that cannot be changed.

Members asked if the Committee would be looking at the policies and officers advised they would come back to committee in April.

Members considered it to be a good report and agreed with its conclusions. Members added that homeworking is a good option for more experienced staff but were concerned about new starters lacking the social aspect of physically being in a team. Members asked what managers were doing to humanise the experience. Members were advised that staff were surveyed about their experiences during lockdown and more recently where there is more flexibility. Most people expressed a preference to work from home with some time spent in the office. Managers will need to ensure there are opportunities to work as a team to encourage bonding, to consider staff morale, to provide in person training and consider the social aspects. It

is important to remember that different people have different needs and flexibility is key. There is guidance and training for managers around this.

Members asked how it could be ensured that staff at different levels will be fully engaged in the reviews and stressed the importance of not losing sight of workforce development and career development. Members were advised that this is considered as part of the workforce strategy and the wellbeing strategy which both take into account the impact on the workforce. The Cabinet had accepted both strategies and now work will start on the detailed policy work, which will come back to committee.

Members discussed Directorate Delivery Plans and asked about timescales. Officers advised that the 2023/24 plans will show the hybrid policy has been embedded.

Members discussed the recommendation around SMT and regular reviews and noted the huge shift from office based to homeworking and hybrid working. Members were assured that senior management statements are important. Members were advised that there are opportunities to monitor this through Scrutiny, Governance and Audit Committee and Cabinet. Workforce matters are considered as part of the performance framework. The Cabinet response is based on advice from the Chief Executive, Members are invited to test this and ensure it is working.

AGREED: that the Cabinet response be noted.

62 : PARTICIPATION STRATEGY

For this item, the Chairperson welcomed Councillor Julie Sangani, Cabinet Member for Public Health and Equality; Davina Fiore, Director of Governance & Legal Services; Gary Jones, Head of Democratic Services; Gareth Newell, Head of Performance and Partnerships, Dylan Owen, Operational Manager for Policy and Performance and Claire Owens, Principal Research & Consultation Officer

Members were reminded that in line with Committee's Terms of Reference they have responsibility for any Council policy developed to address citizen engagement and consultation. Councils across Wales are required to develop and publish a strategy on encouraging participation in decision making to comply with the Local Government (Wales) Act 2021. The legislation also requires that the Participation Strategy addresses ways of promoting awareness among local people of the work of members and how to become a member of the council. Therefore, delivery of this strategy is a collaboration between the Council's Policy & Performance function and its Democratic Services function.

The Chairperson invited Cllr Sangani to make a statement on the Participation Strategy, after which Officers provided a presentation. Members were then asked for their comments, observations and questions.

The Committee welcomed the opportunity for policy development scrutiny of the Participation Strategy. Members were pleased to see a comprehensive presentation of development work to date, particularly in respect of seldom heard groups in the city. Members agreed that representation matters, the strategy is all about listening

and must reach all communities to ensure Cardiff Council is open and ensures local voices can influence local decision-making.

Members were advised that the strategy is at an early stage, that the statutory guidance officers are following is draft and may change, and that, despite the Council's grand vision for placing communities at the heart of decision-making and its aspiration for inclusivity, this strategy must be delivered without the benefit of additional resources.

Mitigating low response rates from minority groups.

Members were pleased to hear there has been an improvement in general consultation response rates, particularly given members conversations with the research team to gather community intelligence, and stakeholder mapping to improve reach.

Members noted that the response of minority language groups to the recent Budget Consultation was low and were pleased to hear Officers will continue working on this and will take the opportunity to integrate council wide resources and intelligence as they develop the Participation Strategy.

Closing the feedback loop

Members considered that glossy publications were rarely the answer to feeding back consultation results. Officers acknowledged that the Council needs to improve on this matter.

Strengthening the link to performance

Members were pleased to hear of the intention to strengthen corporate practice on engagement by linking citizen perception data collected by all service areas into the performance framework, and by developing a citizen perception element to the Directorate Delivery Plans.

Partner opportunities

Members concurred with officer's views that there is scope for significant collaboration with the Council's partners on inclusive consultation, particularly given the financial implications of reaching out to all minority languages. Members noted that digital translation has already been explored and also noted that partners have undertaken citizen perception analysis and have an insight into communities that we might share.

Socio-economic barriers

Members were particularly interested in how to overcome the barriers to consulting with low-income socio-economic groups. Members noted the focus on geographic indications in development work to date, and that there is recognition that face-to-face engagement with these groups is very important, but that there is an opportunity to examine any barriers that may be alienating these groups further.

Policy development consultation

Members highlighted that consultation with residents on policy development would stretch the council's engagement from one focussed pre-dominantly on service development and design to one of greater influence. Members were advised that this would be reflected on.

Supporting diversity in standing for election

In respect of the Democratic Services requirements of the Participation Strategy, the Committee concurred that Members hold the key to community intelligence and welcomed the plan to hold an all-Member engagement event in May 2023 as part of the ongoing development of the Strategy. Members also noted the importance of communications and welcomed the development of a democracy communication plan.

Political party collaboration

Members from all parties on the Committee were of the view that there is an opportunity for collaboration/closer pre-election links across political parties, in preparing prospective new candidates who are considering whether or not to stand in an elected role, and in supporting candidates as they prepare for election. This collaboration should be founded on the role of a Councillor in serving their community. Members noted the intention to include extra support for independent members and ensure better communications between the council and political groups.

Protected characteristics.

Members welcomed the proposed initiatives to ensure that the representativeness of Council membership more closely mirrors the communities it serves. Members considered there may be more work required to examine the support provided to Members in respect of all protected characteristics within the Equality Act 2010.

Assistance fund

Officers referred to an assistance fund available to support prospective candidates from minority groups in standing for election. Members requested that more information on this, its purpose and how individuals can access the fund is shared with the Committee.

AGREED: that the Chairperson, on behalf of the Committee, writes to the Cabinet Member conveying the observations of the Committee when discussing the way forward.

63 : COMMITTEE BUSINESS

Members were provided with a brief update on the Scrutiny Annual Report for 2022/23, which they were asked to agree as an accurate summary of the committee's work to date. Members were reminded that there is one Scrutiny Annual Report to Council each year, capturing the work of all 5 scrutiny committees.

RESOLVED: to accept the report taking into considerations observations made by Cllr Ash-Edwards.

Members were advised that Scrutiny Chairs have agreed that a joint scrutiny task and finish group be established, consisting of the Chairs of the five Scrutiny Committees and two volunteers from each committee. The Task group needs to be established as soon as possible to plan work around the RLDP Preferred Strategy, scheduled to go out to consultation in July 2023. The Task and Finish Group will establish the Terms of Reference itself. And, following approval of the Preferred Strategy, it is anticipated that the group will continue to meet periodically, to undertake scrutiny of future stages of the Replacement LDP.

The Chairperson sought expressions of interest in joining this task group.

RESOLVED: that Cllrs Hunt, Henshaw, Chowdhury and Thomson expressed interest in joining the task group.

Members noted the correspondence between committee and the Cabinet.

64 : URGENT ITEMS (IF ANY)

None received

65 : DATE OF NEXT MEETING

24 April 2023 at 4.30pm

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CYNGOR CAERDYDD

CARDIFF COUNCIL

POLICY REVIEW & PERFORMANCE

SCRUTINY COMMITTEE

16 May 2023

Workforce Strategy 2023-2027

Purpose of the report

1. To brief the Committee that Cabinet approved the Workforce Strategy 2023-27 in March 2023, setting out a framework of commitments and priorities it will be progressing to ensure a flexible, skilled, engaged and diverse workforce.
2. To present the content of the strategy and agree the Committee's future monitoring of Cabinet's progress in delivering the strategy.

Structure of the Papers

3. To support Member's preparations for this scrutiny, attached to this cover report are:

Appendix 1: Cabinet Report titled Workforce Strategy 2023-2027

Appendix 2: Workforce Strategy 2023-2027

Appendix 3: Presentation prepared for this Committee outlining a draft 18-month action plan.

Background

4. The Workforce Strategy 2023-2027 has been developed on the premise that having the right people, with the right skills, in the right place, at the right time and at the right cost is critical to the Council achieving the objectives as stated in the Cabinet's 'Stronger, Fairer, Greener' programme of commitments for Cardiff.

5. The strategy sets out the agenda to strengthen the link between business, financial and workforce planning, particularly through the current period of financial challenge and organisational transformation, whilst committing to supporting employees so that they want to work for Cardiff Council and feel that they are valued.

6. The implementation of this Workforce Strategy will ensure the Council can unlock the full potential of its current and future workforce and is an essential framework/reference point for the forthcoming development of the Hybrid Working Policy.

Issues

7. The Cabinet report, attached at **Appendix 1**, outlines emerging workforce issues in relation to delivering the ‘Stronger, Fairer, Greener’ policy commitment as listed below:
 - a workforce that reflects the diversity of our communities.
 - innovative mechanisms for recruiting and retaining staff in areas of national shortage.
 - increased and relevant skills development.
 - utilise, nurture and develop existing talent across the organisation.
 - support for the health and wellbeing of employees.
 - work in partnership with trade unions.
 - ensure effective two-way communication channels with the workforce.

8. The strategy, attached at **Appendix 2**, sets out the achievements to date under 5 of the 7 themes. (*section 2*). The current workforce is profiled by gender, age range, ethnicity and sexual orientation (*section 3*). *Section 4* is the body of the document, addressing each priority with the issues that need to be tackled, ***immediate actions*** that will be taken and ***further development*** in the medium – longer term, allocating a section to each as follows:
 - 4.1** Equalities and Diversity
 - 4.2** Resourcing Strategies
 - 4.3** Workforce Planning
 - 4.4** Learning and Development
 - 4.5** Culture, Health, Wellbeing and Engagement

4.6 Workforce Contractual Developments

4.7 Partnerships with Trade Unions

9. The presentation attached at **Appendix 3** will provide members with a quick overview of the actions to be delivered under each theme over the next 18 months.
10. Delivery of the strategy will be led by the senior management team and the next step is that Directorates, in collaboration with HR, will incorporate action planning to address the strategy as part of their Directorate Delivery Plans for 2023/24. It is proposed that the action plans are reviewed quarterly by the HR service.
11. Members will note that the strategy proposes that, as part of its work programme for the coming year, this committee reviews progress against stated actions. A timely review would be 6 monthly.

Scope of the Scrutiny

12. Members will have an opportunity to gain a full understanding of the Workforce Strategy, a foundation for the development of the Hybrid Working Policy. Whilst the Workforce Strategy has already been agreed by Cabinet, Members comments and observations are invited as a starting point for informing action planning and a benchmark for measuring progress over the next 18 months.
13. The actions proposed by the strategy are many, some are aspirational and general in nature. Members may therefore wish to explore how the HR service will interact with Directorates; what level of moderation will be applied across the organisation to ensure Directorates are practical in their action planning; what measures/indicators will allow for an effective 6 monthly assessment; and how realistic the ambition within the strategy is given the current financial challenges.

Way Forward

14. Councillor Chris Weaver, Cabinet Member, Finance, Modernisation & Governance, Chris Lee, Corporate Director Resources, and Tracey Thomas, Chief Human Resources Officer, have been invited to present the Workforce Strategy 2023-2027, to ensure Members have a full understanding of the breadth of the strategy, its basis for work ongoing to develop a Hybrid Working Policy, and to inform the Committee how it can measure progress over the timeline of the strategy.

Legal Implications

15. 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

16. 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

The Committee is recommended to:

- I. Note the Workforce Strategy 2023-2027, as agreed by Cabinet on 23 March 2023.
- II. Consider whether it wishes to formally pass on any observations and recommendations to the Cabinet Member Finance, Modernisation & Governance.
- III. Agree a way forward for receiving progress reports on the work required to implement the Workforce Strategy 2023-2027.

DAVINA FIORE

Director of Governance & Legal Services

10 May 2023

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WORKFORCE STRATEGY 2023-2027

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

AGENDA ITEM: 7

Reason for this Report

1. To seek the approval from Cabinet for the Workforce Strategy for the period 2023-2027, 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 transformation.

Background

2. On 14 July 2022, the Cabinet agreed 'Stronger, Fairer, Greener' – 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. Having the right people, with the right skills, in the right place, at the right time and at the right cost is critical to the Council achieving our objectives as set out in the Stronger, Fairer Greener commitments. We are committed to supporting our employees so that they want to work for us, feel that they are valued and appreciated as individuals.
4. The Council's approach to service development and innovation and our ability to deliver 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 financial challenges and demand and alternative ways of providing services are constantly being explored, including Hybrid working processes. This is having significant implications for our workforce and the Council is committed to support our employees and to their development to meet the ever-evolving demands of their roles. This strategy sets out the agenda to strengthen the link between business, financial and workforce planning particularly through the current period of financial challenge and organisational transformation.

Issues

5. 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 'Stronger, Fairer, Greener' in mind and sets out the commitment to strengthen the link between business, financial and workforce planning and development.
6. 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.
7. Some of the emerging issues which have been identified in relation to the delivery of the 'Stronger, Fairer, Greener' include:
 - i. The need for a more diverse workforce reflecting the diversity of our communities
 - ii. The need to identify innovative mechanisms for recruiting and retaining staff in areas of national shortage
 - iii. The need for increased and relevant skills development
 - iv. The need to utilise, nurture and develop the talent we have across the organisation
 - v. The provision of support to the health and wellbeing of employees
 - vi. The need for partnership working with our trade unions will be as important as ever
 - vii. The need to remain engaged with our workforce in order to provide mechanisms that enable two-way communication channels.
8. 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 or feel that they are not able to bring their full self to work
 - ii. **Resourcing Strategies** – we need to fully understand our future staffing needs across a variety of our services and have plans and mechanisms in place to ensure that those needs are met, so that

we become an employer of choice; attracting, developing and retaining the best talent.

- iii. **Workforce Planning** – our workforce planning needs to be taken to the next level to ensure that it fits with our business and financial planning to enable the Council to take informed decisions on how to make the organisation more agile from a process, people and technology perspective.
 - iv. **Learning and Development** – ensuring that all employees have the opportunity and appropriate access to develop their skills and ensuring all training is relevant, up to date and meets the needs of the organisation in both content and delivery mechanism
 - v. **Culture, Health, Wellbeing and Engagement** – keeping our workplace safe and healthy, and our workforce engaged and resilient. Ensuring all of our employees, wherever they are based, have access to our support services and are able to take part in the associated activities.
 - vi. **Workforce Contractual Developments** - a clear framework to help redesign our council and support good employee relations through policy and contractual changes which support a modern organisation
 - vii. **Partnerships with Trade Unions** - communicating clearly and regularly with our Trade Union partners to ensure the employee voice is heard and listened to.
9. 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.
10. There has been various consultation processes in order to develop the strategy. Feedback has been incorporated into the final document and includes Trade Union consultation and Employee Equality Network consultation

Reasons for Recommendations

11. The Workforce Strategy 2023-2027 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 commitments set out 'Stronger, Fairer, Greener'.

Financial Implications

12. The Workforce Strategy sets out a framework of commitments and priorities that are able to be progressed primarily through existing financial resources. Where it is identified during implementation that there is a need for additional financial resources then first consideration

will need to be given to a reallocation of existing financial resources. For more longer medium term objectives any financial resource needs will need to be identified in future budget setting determinations.

Legal Implications

13. The Workforce Strategy is not a contractual document and will have no contractual force.
14. In considering the matters raised by the Workforce Strategy, the Council has to satisfy its public sector equality 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: (a) Age, (b) Gender reassignment, (c) Sex, (d) Race – including ethnic or national origin, colour or nationality, (e) Disability, (f) Pregnancy and maternity, (g) Marriage and civil partnership, (h) Sexual orientation, (i) Religion or belief – including lack of belief. It is noted that equality and diversity are key priority areas in the Workforce Strategy. Whilst the Workforce Strategy wishes to promote an inclusive and engaging workforce that reflects the great diversity of Cardiff communities, it should be noted that positive discrimination (e.g., recruiting someone because they have a protected characteristic, if that person is less suitable for the job than another applicant), is unlawful although positive action is lawful (e.g., recruiting a candidate with a protected characteristic over another provided they are as equally qualified as the other candidate).
15. When taking strategic decisions, the Council also has a statutory duty to have due regard to the need to reduce inequalities of outcome resulting from socio-economic disadvantage ('the Socio-Economic Duty' imposed under section 1 of the Equality Act 2010). In considering this, the Council must take into account the statutory guidance issued by the Welsh Ministers (WG42004 A More Equal Wales The Socio-economic Duty Equality Act 2010 (gov.wales) and must be able to demonstrate how it has discharged its duty. It is noted that the Council continues to support the provision of opportunities to individuals who are unemployed, made redundant and not in education or training.
16. The Well-being of Future Generations (Wales) Act 2015 requires the Council to consider how its decisions will contribute towards meeting its well-being objectives (set out in the Corporate Plan). The Council's decisions should comply with the sustainable development principle, which requires that the needs of the present are met without compromising the ability of future generations to meet their own needs. It is noted that the Council has achieved Level 1 status for the Healthy Travel Charter, in recognition of its commitment to promoting sustainable and healthy modes of travel.
17. The Council must also be mindful of the Welsh Language (Wales) Measure 2011 and the Welsh Language Standards and consider the impact of its proposals upon the Welsh language. It is noted that the

Workforce Strategy highlights improvements in the number of posts advertised as Welsh Essential and Desirable, and a commitment to increasing the number of Welsh speakers within the Council through the roll out of a comprehensive Welsh language training programme and developing and implementing training opportunities through the medium of Welsh.

HR Implications

- 18. 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 ‘Stronger, Fairer, Greener’. 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.
- 19. An Equality Impact Assessment of the strategy has been completed and there are no adverse impacts on any specific groups.

Property Implications

- 20. The report does not make specific recommendations relating to property. However the workforce strategy, workforce planning and specifically the adoption of the Hybrid Working model impacts the Council’s use and requirement of operational property. This is particularly relevant in core offices, which are under review at present, and the directorate workforce requirements and formal implementation of hybrid working will have a significant influence on the size and type of office environment the Council requires going forward. This in turn feeds directly into the Carbon, Financial and Service objectives of the Corporate Property Strategy. Workforce planning and Hybrid working are key interdependencies on future operational property planning.
- 21. Suitable environments are critical to deliver the objectives of the workforce strategy and hybrid working.

RECOMMENDATION

Cabinet is recommended to approve the Workforce Strategy 2023-2027 as attached as Appendix 1

SENIOR RESPONSIBLE OFFICER	Chris Lee Corporate Director Resources and Section 151 Officer
	17 March 2023

The following Appendix is attached:

Appendix 1 Workforce Strategy 2023-27

Cardiff Council

Workforce Strategy 2023 - 2027

Supporting our Employees to Excel



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Strategaeth
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Workforce
Strategy



STRONGER
FAIRER
GREENER



Contents

1. Introduction
2. Achievements
3. Employee Profile
4. Strategy Themes
 - 4.1 Equalities and Diversity
 - 4.2 Resourcing Strategies
 - 4.3 Workforce Planning
 - 4.4 Learning & Development
 - 4.5 Culture, Health, Wellbeing & Engagement
 - 4.6 Workforce Contractual Developments
 - 4.7 Partnerships with the Trade Unions
5. Strategy Delivery

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 the Council achieving our objectives as set out in [Stronger, Fairer Greener](#). We are committed to supporting our employees so that they want to work for us, feel that they are valued and appreciated as individuals.

This strategy sets out the key priorities to support high performance and enable a flexible, skilled, engaged, and diverse workforce. It builds on the previous workforce strategy with a focus on embedding current practices, as well as identifying new areas for development. It has been shaped with the aims and priorities of Stronger, Fairer, Greener as set out below.

A stronger city, with an economy creating and sustaining well-paid jobs, with an education system that helps our young people reach their potential, with good, affordable housing in safe, confident and empowered communities, all supported by well resourced, efficient public services.

A fairer city, where the opportunities of living in Cardiff can be enjoyed by everyone, whatever their background, where those suffering the effects of poverty are protected and supported, where a fair day's work receives a fair day's pay, and where every citizen is valued and feels valued.

A greener city which, through our One Planet programme, takes a lead on responding to the climate emergency, which celebrates and nurtures biodiversity, with high-quality open spaces within easy reach for rest and play, which is connected by convenient, accessible, safe sustainable transport options.

The Council's approach to service development and innovation and our ability to deliver 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 austerity and demand and alternative ways of providing services are constantly being explored. This is having significant implications for our workforce and the Council is committed to support our employees and their development to meet the ever-evolving demands of their roles.

This strategy sets out the agenda to strengthen the link between business, financial and workforce planning particularly through the current period of financial challenge and organisational change.

We will support our employees:

- To be able to be flexible and respond to ongoing workforce challenges
- To effectively deliver all services
- To continue to hybrid work where appropriate
- To develop themselves for the role they are in and any future career aspirations
- To actively engage with the organisation
- To shape the ideas for future service delivery
- To develop ideas and encourage innovation whilst respecting the restraints a Local Authority faces

It is important that all employees understand what is required of them, and why their role is 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.

This Strategy sets out the actions we will need to take to ensure that the Council meets its' future workforce needs. The implementation of this Strategy will ensure the Council can unlock the full potential of its current and future workforce.

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

1. **Equalities and Diversity** – striving to promote an inclusive and engaging workforce that reflects the great diversity of Cardiff communities.
2. **Resourcing Strategies** – becoming an employer of choice: attracting, developing and retaining the best talent
3. **Workforce Planning** – workforce planning enables the council to take informed decisions on how to make the organisation more agile from a process, people and technology perspective
4. **Learning and Development** – ensure that all employees have the opportunity and appropriate access to develop their skills. Ensure all training is relevant up to date and meets the changing requirements of the organisation
5. **Culture, Health, Wellbeing and Engagement** – keeping our workplace safe and healthy, and our workforce engaged and resilient. Ensuring all of our employees, wherever they are based, have access to our support services and are able to take part in the associated activities.
6. **Workforce Contractual Developments** – a clear framework to help redesign our Council and support good employee relations
7. **Partnerships with Trade Unions** – communicating clearly and regularly with our Trade Union partners to ensure the employee voice is heard and listened to.

The commitments by the current administration underpin this Workforce Strategy and will inform our direction, set by Cabinet, over the next 5 years.

Achievements

Throughout the lifecycle of the previous strategy, we made significant progress and achieved many of the goals we had set.

We had a number of significant challenges, the greatest of these was the COVID 19 pandemic. Due to our strong political and senior management leadership providing clear direction, and the development of closer working relationships with our manager and employee networks we were able to continue to deliver our services in new and innovative ways as well supporting our employees.

Equality and Diversity:

Our 5 Employee Equality Networks, Black, Asian and Minority Ethnic; Carers; Disability; LGBT+ and Women's, are embedded into the culture of the organisation and each network has two Senior Management Champions.

Through our work with the Networks in the area of diversity we have achieved recognitions and gained a number of awards. These include:

- Carer Confident – Accomplished
- Disability Confident – Level 2
- Stonewall Workplace Equality Index - Gold award
- Menopause Pledge
- Sunflower Scheme
- Race at Work Charter

We have continued to develop our suite of Equality training and in particular have rolled out Unconscious Bias, Sunflower, Micro Aggression, Trans Awareness and Connect 5 mental health training.

We have made significant improvements in the number of posts advertised as Welsh Essential and Desirable. We have also increased our number of Welsh speakers within the Council through the roll out of a comprehensive Welsh language training programme.

We have made significant progress in our policy development and creation of specialist guides through close working with our Employee Networks. This has enabled us to fully support the Equality and Diversity agenda and includes:

- Neurodiversity Guide
- Menopause Guide
- Deaf Awareness Guide
- Transitioning Guidance
- Dignity at Work Policy
- Home working Guide (Manager and Employee)
- Special Leave Policy
- Review and update of the Recruitment and Selection Policy

We have actively promoted the Council as an employer of choice to diverse communities across the city, through our Into Work Service, Cardiff Works, Employee Networks, social media, Career Fayres and Engagement events.

Workforce Planning:

Our Workforce Planning process has been embedded in the organisation throughout the life cycle of the previous strategy.

Directorates evaluate their current workforce, ascertain their future requirements and the availability of resources, to develop action plans to bring these together and manage the gap.

Through our Workforce Planning exercise, we have been able to develop appropriate interventions to enable us to address areas of concern. This includes:

- A significant increase in the number of apprentices and trainees provided with opportunities within the Council
- Increased attendance at schools, colleges and universities to promote the Council as an employer
- Innovative work experience processes put in place in order to provide opportunities for young people to understand the work of the Council

We have developed our Fair Work Long Term Agency Policy. This was approved by Cabinet in July 2022 and has been implemented.

Learning and Development:

Innovative training has been provided to support staff with entrepreneurial skills develop further project management, presentation skills as well as commercial awareness.

Specific courses were rolled out to managers to support them with employing and supporting young people, which has been invaluable to the success of onboarding a younger workforce.

There has been the development of a comprehensive suite of e-learning and virtual courses for all employees to access.

Targeted manager training has been developed and rolled out across the organisation to support our managers in the application of policies and procedures. These include:

- Attendance and Wellbeing
- Disciplinary processes
- Recruitment & Selection
- Menopause
- Neurodiversity
- Managing remote teams
- Difficult conversations and Conflict resolution

We continue to promote Welsh Government funded apprenticeship and higher apprenticeship programmes and fully funded ILM courses.

We have implemented a Work Experience e-Learning suite providing online work-related learning activities to supplement service placement activities.

Our Cardiff Manager Programme has been further developed and updated and continues to be rolled out across the organisation to our manager population and aspiring managers.

We have also developed a Cardiff Manager Pathway for existing and new managers to the organisation. This is designed to help our managers identify the necessary mandatory training they are required to undertake, as well as allowing them to find out about the additional training available to support them in their career development.

Engagement of Employees and Trade Unions:

Our employee engagement programme has been significantly developed as a result of the COVID 19 pandemic. During the pandemic all Senior Manager Forum and Cardiff Manager Forum sessions were held virtually which allowed for a far greater reach

In addition, engagement events were organised across the organisation allowing employees to meet with cabinet members and our senior leadership team.

Employee Networks have delivered Council wide engagement sessions and events on a variety of subjects and topics. The Networks have also engaged with Trade Unions, Members and SMT

A number of surveys were rolled out to employees, including a major survey regarding Hybrid working.

Manager Guidance for Homeworking, Homeworking Etiquette and Managing Remotely and Hybrid Teams Training has been developed and implemented to respond to the specific needs identified.

We have continued to build relationships and partnerships with our Trade union colleagues to ensure a solid footing for employee relations.

Health and Wellbeing:

We have maintained our silver award status for the Corporate Health standard during the pandemic. With a further assessment taking place where we were commended for our work in relation to all aspects of Health and Wellbeing

We have also achieved Level 1 status for the Healthy Travel Charter, in recognition of our commitment to promoting sustainable and healthy modes of travel.

Occupational Health, HR and Cardiff Academy have provided targeted sessions for Managers on a range of Wellbeing Support Services:

- Mental Health
- Suicide Awareness
- Reasonable Adjustments
- Carers Passport
- Menopause

Extensive work has been undertaken in relation to our policies and guidance including:

- Leave policy - greater flexibility for bereavement leave
- Special Leave
- Neurodiversity
- Menopause
- Carers
- Deaf Awareness

Cardiff Academy have provided additional targeted training for employees and managers around mental health, stress awareness and the softer skills required to support colleagues and employees.

The Connect 5 Mental Health training programme has been launched.

Occupational Health devised and rolled out sessions including:

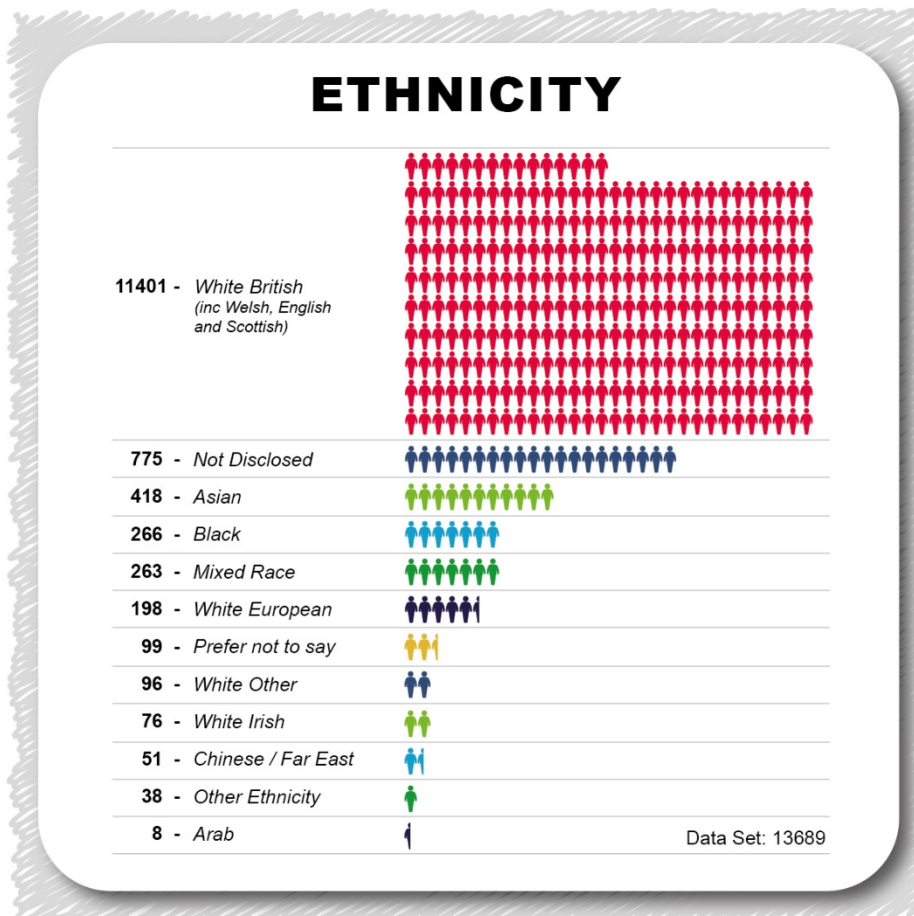
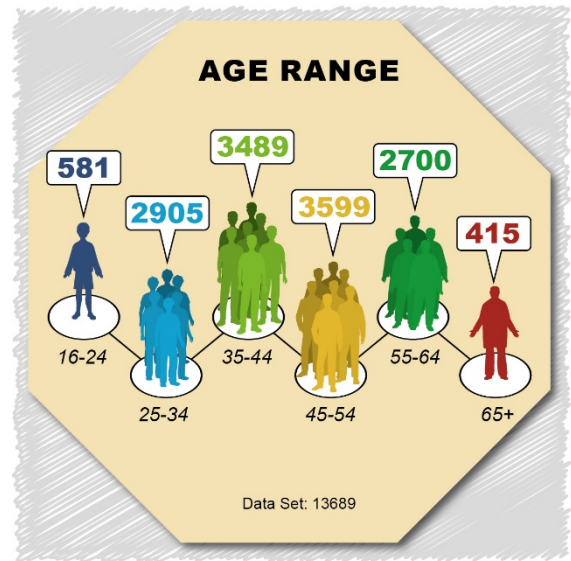
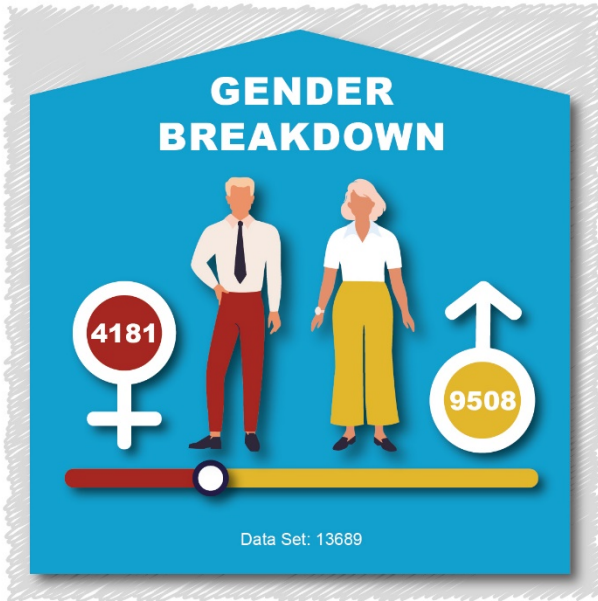
- Vicarious trauma;
- Letting go and moving on;
- Grief support;
- Suicide awareness;
- supervisor support;
- relaxation techniques
- supporting staff returning to work after long term sickness

We continue to provide targeted Health and wellbeing sessions on a wide range of topical subjects which include:

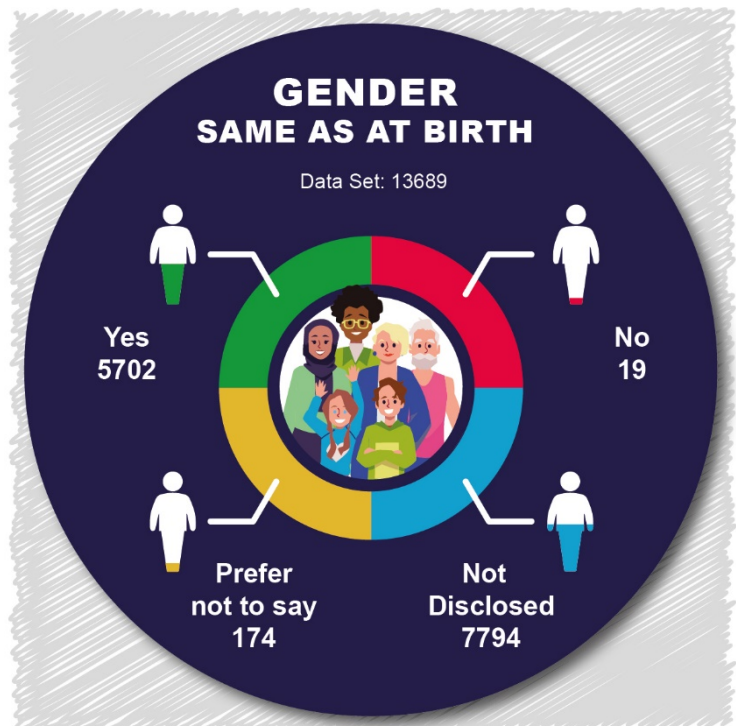
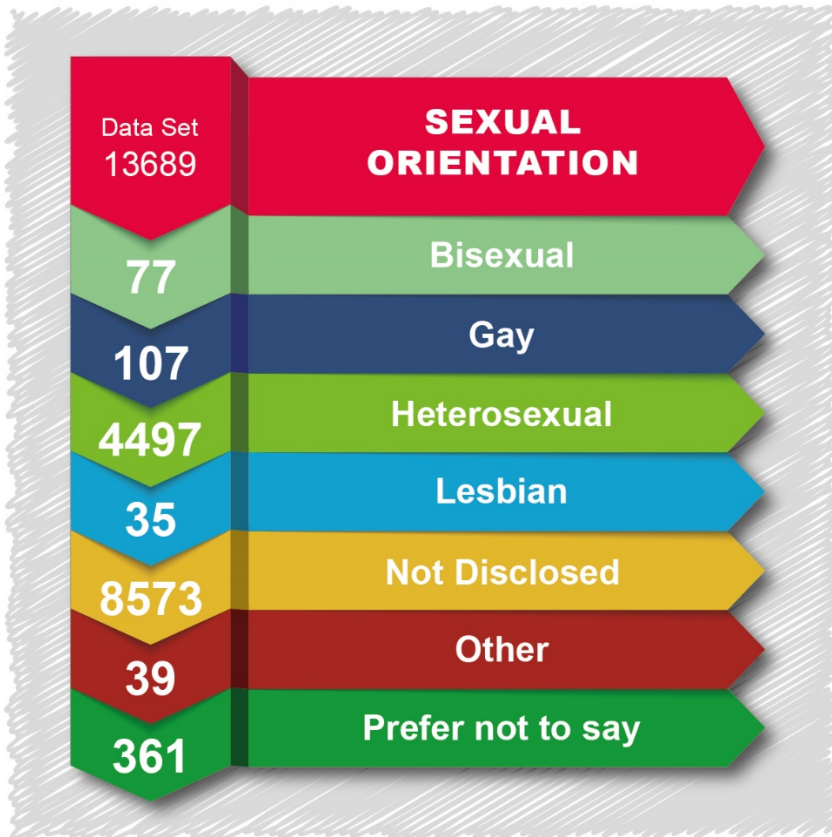
- ADHD awareness
- Autism awareness
- Financial Wellbeing
- Menopause
- NHS Screening programmes
- Taking care of yourself whilst homeworking



Workforce Profile



Workforce Profile



4. Strategy Themes

The strategy themes are the key priorities for the organisation in respect of our workforce. Each theme sets out the immediate actions required as well as the longer-term developments which will need to be considered over the lifetime of this strategy.

4.1 Equalities & Diversity

We recognise that a diverse organisation is necessary for the continuing accessibility and quality of our services. It is important that as a Council our workforce is reflective of the communities and citizens that we serve. This is an on-going challenge for the Council, and we understand that the steps we put in place now will help us to achieve this goal in the future.

The elimination of discrimination, harassment and victimisation continues to be achieved through our policies, procedures and guides and ensures that all employees are treated with dignity and respect.

Within this strategy we set out a number of key priorities that will enable us to build on the good work already underway to ensure we fulfil this objective.

Immediate Actions

- Complete the actions that came out of the Race Equality Taskforce which will be led by SMT and will involve working closely with our managers, employees, and our Employee Networks
- Improve the monitoring information that we hold. We will continue to promote and roll-out our Working for Cardiff App so that all employees are able to share their protected characteristics and update their personal records confidentially
- Continue the review of our Equality Suite of training on an ongoing basis to ensure it is relevant, fit for purpose and that it addresses identified skills gaps.
- Roll out autism training
- Identify different ways to deliver refresher training to employees
- Roll out of Diverse Recruitment Panels
- Continue to work closely with our Employee Networks in a variety of ways including to improve intersectionality.
- Implement a Leadership Programme that supports employees with real or perceived barriers to progression
- Implement a reverse mentoring programme

Further Developments

The medium-term goal is to support networks to build on existing accreditations. This includes our ambition to become a top 100 employer and the highest ranked local authority in Wales for Stonewall. We will also focus on progressing through the levels for both Carer and Disability Confident Awards.

We will continue to support our employee networks with a particular focus on intersectionality, greater engagement with front line employees, and schools.

We will continue to promote the Welsh language in order to create a bilingual organisation.

We will ensure that during the review of our policies and procedures that they are fit for purpose and support inclusivity.

We will continue to work closely with our Employee Networks to gain their input into various areas of work and future policy development.

We will also consider opportunities for strengthening the resources that support the Employee Networks.

The long-term goal is to significantly improve the diversity of our workforce so that it becomes more reflective of the local communities we serve.

We recognise that this will take time, but we are committed to realising this ambition through these and other key initiatives.

4.2 Resourcing Strategies

Being seen as an employer of choice so that we can attract and recruit from a diverse and talented pool of applicants, remains a key priority for the organisation.

Equality of opportunity is embedded throughout the recruitment and selection process, and we commit to sharing promotional opportunities to all employees. We have an established process in place to support managers and employees to identify and implement reasonable adjustments when required.

We are committed to equal pay for equal work, closing the gender gap and encouraging a transparent system.

The Council continues to provide opportunities for young people to apply for paid employment and also access work experience placements.

The Council has social inclusion at its core and continues to support the provision of opportunities to individuals who are unemployed, made redundant, not in education or training.

We need to recognise that the employment market is a very different place to what it was pre COVID 19 pandemic. Therefore, we need to ensure that Cardiff Council has processes in place to allow us to recruit and retain talented individuals in a competitive market.

Immediate Actions

- Identify our harder to fill posts by working with Directorates to understand the reasons. We will then be able to develop creative ways to engage with potential applicants in order to fill these roles
- Support Directorates to create pathways into their harder to fill roles
- Work with Directorates to design and develop meaningful career paths to help prevent high turnover levels
- Strengthen and further develop links with local universities, colleges and schools and also professional bodies
- Review recruitment processes and practices and make any necessary changes as appropriate

Further Developments

It is vital that we ensure that we continue to promote Cardiff Council as an employer of choice.

We will ensure our recruitment process is attractive and inclusive for all new applicants. This will include a review of our current behavioural competency framework and developing bespoke recruitment practices.

We will continue to work with our managers to obtain feedback, review processes and ensure they have the right skills to recruit effectively.

The long-term goal is to explore more creative ways of attracting into and retaining people in the organisation. Social media is used for citizen engagement and communication; however, we will need to consider options for using these outlets for advertising our jobs.

This will help us target specific groups and demographics

We will look to obtain meaningful feedback from applicants who have gone through the process to understand what is working well and where the process needs to be improved.

We will review our job titles, adverts, job descriptions and person specifications so that applicants can easily identify the role they wish to apply for.

We also need to have a clear understanding of why people leave the organisation and where possible look for innovative ways to ensure we retain the talent we have within the organisation.

4.3 Workforce Planning

Workforce Planning is a continual process used to align the needs and priorities of the organisation with those of its workforce to ensure we are able to meet our legislative, regulatory, and service delivery requirements. It is also key to the Council being able to meet its organisational objectives.

It enables the Council to take informed decisions on how to make the organisation more agile from a process, people, and technology perspective.

The Council's Workforce Planning process has been in place for a number of years. The new Statutory Performance Management Framework places an emphasis on aligning service, financial and workforce planning and within this workforce strategy there is an emphasis on achieving this objective.

Immediate Actions

- Embed workforce planning into the Council's planning and performance framework
- Directly link financial and business strategies with people management and development plans
- Place greater emphasis on how budget implications and other restraints are reflected in workforce plans
- Develop meaningful actions that will result in a workforce reflective of the communities we serve
- Development of data sets to help managers to manage their teams

Further Developments

Our goal is to ensure Cardiff Council continues to be a 'fair work' employer. We will do this by reducing further use of agency staff and transferring them to permanent contracts, where possible and in line with the Council's Fair Work (Long Term Agency Worker) Policy.

We will identify and agree a new corporate skills framework and provide training to fill any gaps for employees.

It is also vital that our managers have the competencies that are required to support our workforce and are clear and have the competencies required to undertake their corporate responsibilities, therefore we will also develop a manager competency framework and provide developmental opportunities within this.

We will also be reviewing and updating our Behavioural Competency framework to ensure all staff are aware of the behaviours expected.

We will engage with Directorates to increase the range and level of opportunities for apprentice and trainee roles ensuring placements are meaningful.

In order to ensure that we have talented individuals within pivotal roles within the organisation now and in the future, we need to ensure that we develop our succession planning processes as well as our talent management programmes in order to ensure we have the right people, with the right skills at the right time.

4.4 Learning & Development

Cardiff Council is always looking to improve and develop the skills of its workforce so that they meet the needs and expectations of our customers and changing requirements of the Council.

Employees need to be encouraged to use internal and external sources to develop new ideas and approaches to create a culture of innovation.

We are committed to ensuring that all our employees have the opportunity and appropriate access to develop their skills and reach their full potential. We will ensure all training is relevant up to date and meets the needs of the organisation

Immediate Actions

- Ensure training and development opportunities are available to deliver the leadership requirements of the organisation
- Promote the Manager Learning Pathway
- Promote and enhance apprenticeship and NVQ opportunities
- Review and update our suite of equalities training
- Continue delivering Mentoring Young People training
- Develop a learning and development strategy to ensure that all our L & D interventions are appropriate and meet the needs across the organisation.
- Continue to develop and implement training opportunities through the medium of Welsh
- Continue and where appropriate enhance our Welsh language skills training.

Further Development

The medium-term goal is around ensuring that the training provided by the Academy reflects the ongoing and changing needs of the organisation

We will be reviewing our corporate and service induction programmes

There will be a need to identify and develop training to resolve our corporate skills and manager competency gaps.

We will continue to promote the use of WG funded apprenticeship qualifications to managers and employees across the Council

In order to complete the user review process, we need to develop more creative ways for employees to provide meaningful feedback on courses they have attended via Cardiff Academy.

We will also develop ways to engage more closely with Directorates to understand the learning needs of their specific workforce. This may include the development of L&D advocates across the organisation.

Cardiff Academy will develop and enhance external commercial partnerships to provide further income opportunities.

4.5 Culture, Health, Wellbeing and Engagement

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.

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

Keeping our workplace safe and healthy, and our workforce engaged and resilient, and ensuring all of our employees, wherever they are based, have access to our support services and are able to take part in the associated activities.

The Council is committed to building a culture that enables individuals to bring their whole selves to work.

Immediate Actions

- Develop a revised employee engagement strategy and programme with a greater emphasis on Directorate delivery
- Review and update the Council's Cultural Values and Employee Charter
- Develop a programme of communications to reach all employees to include annual engagement events
- Increase participation in Health and Wellbeing initiatives
- Continue to develop and implement actions to support the physical and mental wellbeing of staff
- Roll out awareness sessions to support Welsh Government and NHS testing campaigns and screening programmes
- Continue the roll out of the Council's Employee Benefits package

Further Development

We need to proactively increase and improve the 2-way conversation between employees and the organisation. We will do this using a variety of initiatives including, virtual, in person and making use of the available technology.

We will continue to monitor the Corporate Health Standard and identify the next steps and agree the appropriate level of accreditation.

We recognise the important role managers play in supporting their employees and we will continue to engage with our managers to ensure they have the relevant skills to do this, including managing hybrid teams, encouraging resilience and good mental health.

We will develop a programme of targeted awareness sessions on a range of health and wellbeing subjects.

Long-term we need to review a number of areas and explore our engagement and health & wellbeing provision. Part of this will involve looking at opportunities to introduce mechanisms to gather employee suggestions.

We will evaluate the addition of other products to be included in our Employee Benefits Package, with a view to creating a more comprehensive benefits offer.

We will also be developing more creative ways to reward and recognise employees, and this will include a re-evaluation of our Personal Review process.

4.6 Workforce Contractual Developments

The Council has a clear framework to help redesign our services and support good employee relations.

We recognise that our employees are at the heart of the organisation. It is important that we have the appropriate policies and procedures in place to support employees in their roles and enable managers to manage their teams effectively.

Immediate Actions:

- Embed Hybrid working within the Council
- Review the Council's main employment policies to ensure they support best practice to include Resolution, Disciplinary, Attendance and Wellbeing

Further Development:

There are a number of developments in this area, and we need to develop a process by which case work can feed into policy developments on a regular basis.

The reward strategy of the Council has been in place for a number of years during which time there has been changes both within and out-with the Council. Therefore, a fundamental review of our reward strategy is required to ensure it meets the needs of a modern employer.

We will develop a more robust policy review programme that ensures all policies are relevant, fit for purpose and support a modern organisation.

Longer term we need to create more opportunities for employees to provide feedback and explore different ways to obtain employees views on existing policies, processes, and guides. In addition, we will be engaging with the workforce and our Employee Networks to understand where we have gaps in order to develop a programme for policy reviews.

We will be looking at opportunities to create more non-traditional career paths across the organisation.

4.7 Partnerships with Trade Unions

There is a positive partnership relationship between the organisation and trade unions which is essential to the development of the Council and its services.

The Council recognises the importance of maintaining good relationships with our Trade Unions and is committed to work in social partnership built on principles and practices of shared commitment between the organisation and our employees.

The organisation is committed to working closely with the Trade Unions, in the development of future strategies for the delivery of services.

Communicating clearly and regularly with our Trade Union partners is key to ensuring the employee voice is heard and listened to.

Immediate Actions

- Develop and agree a revised Recognition Agreement including facility time and disputes process
- Ensure that meeting arrangements meet the needs of both Trade Unions and the organisation
- Engage the Trade Unions to build closer working relationships with our Employee Networks

Further Development

We need to work with our Trade Unions across the organisation to ensure we are embracing the values of Social Partnership in areas such as One Planet, Equalities etc.

We need to ensure that all new employees are made aware of the work of our trade Unions and that the trade unions themselves have a communication pathway to employees.

We will work with our Trade Unions so they understand the ongoing challenges of the organisation and how they can contribute and shape solutions to meet these demands.

Engaging with the Trade Unions to enable us to unlock the full potential of the current and future workforce is vital to the organisation.

5. Strategy Delivery

This Strategy sets out how the Council will meet its existing and future workforce requirements. It has been approved by Cabinet and will be led by SMT.

Directorates in conjunction with HR People Services will be required to feed into the action plans which will be reviewed on an 18-month basis.

Progress of the actions will be reviewed by SMT and will be reported on through our existing mechanisms including Policy, Review and Performance Scrutiny, as well as SMT;

Performance Assurance processes; Trade Unions and Employee Equality Networks.



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Cardiff Council Workforce Strategy 16 May 2023 PRAP Scrutiny



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Background



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- Workforce Strategy developed in line with the administration's priorities and direction set by Cabinet
- Each strategy has built on the work of the previous strategy and aims to further develop and embed key initiatives and intervention to support the Organisation and the workforce
- Having the right people, with the right skills, in the right place, at the right time and at the right cost is critical to the Council achieving our objectives as set out in the Stronger, Fairer Greener commitments.
- Contains the key priorities to support high performance and enable a flexible, skilled and engaged workforce
- Commitment to supporting our employees so that they want to work for us, feel that they are valued and appreciated as individuals.
- Sets out the agenda to strengthen the link between business, financial and workforce planning
- A Corporate Strategy which we are all responsible for delivering



Overview of progress to date



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- **Equality and Diversity:**
- All 5 Employee Equality Networks embedded into the culture of the organisation;
- Recognition through external awards and achievements of the work of the Council and the Networks in areas of diversity;
- Development of Equality training in general and specific areas;
- Significant improvements in the number of posts advertised as Welsh Essential and Desirable and the number of Welsh speakers within the Council;
- Policy development to support the Equality and Diversity agenda;
- Promotion of the Council as an employer of choice to diverse communities across the city.
- **Workforce Planning:**
- Process embedded in the organisation that allows service areas to evaluate their current workforce, ascertain their future requirements and the availability of resources, to develop an action plan to bring these together and manage the gap;
- significant increase in the number of apprentices and trainees provided with opportunities within the Council;
- increased attendance at schools, colleges and universities to promote the Council as an employer;
- innovative work experience processes put in place in order to provide opportunities for young people to understand the work of the Council;
- Fair Work Long Term Agency Policy agreed and implemented.



Overview of progress to date (2)



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- **Learning and Development:**

- Innovative training provided to support staff with entrepreneurial skills
- Courses provided to support managers in the employment and support for young people
- Equality training expanded both generally and in specific areas
- Training provided to support managers in the implementation of policies such as Attendance and Wellbeing and Disciplinary processes
- Continued promotion of WG funded apprenticeship and higher apprenticeship programmes and ILM courses
- Cardiff Manager Programmes further developed and rolled out across the organisation
- Targeted training relevant to the Organisation and improved support for Managers e.g. Manager Pathway

- **Engagement of Employees and Trade Unions:**

- Employee Engagement developed during Lockdown with SMF and CMF becoming established mechanisms and through use of technology allowing for a greater reach
- Engagement Events organised across the organisation allowing for engagement with cabinet and senior leadership team
- Employee Networks integrated on engagement and have delivered a wide variety of engagement sessions across the organisation
- Various surveys carried out for staff and major survey conducted regarding Hybrid working
- Development of Manager Guidance for Homeworking, Homeworking Etiquette and Managing Remotely and Hybrid Teams Training
- Relationships and partnerships built with Trade union colleagues to ensure a solid footing for employee relations

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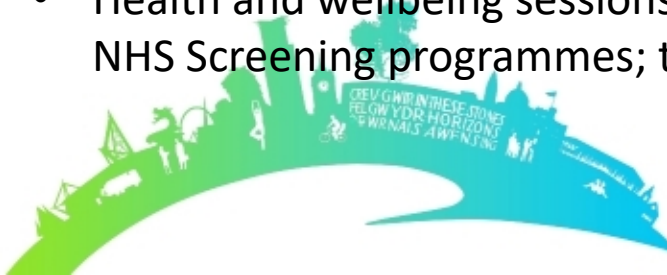
Overview of progress to date (3)



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- **Health and Wellbeing:**
- Silver award status for Corporate Health standard achieved and maintained during the pandemic – 2 assessments took place during the pandemic
- Sessions for Managers provided on Wellbeing Support Services
- Leave policy updated to provide greater flexibility for bereavement leave
- Extensive policy and guidance developed around a variety of areas including: neurodiversity; menopause; carers and deaf awareness.
- Additional training provided for employees and managers especially around mental health, stress awareness and soft skills.
- Connect 5 Mental Health training programme launched
- Occupational Health run sessions: Vicarious trauma; Letting go and moving on; Grief support; suicide awareness; supervisor support; relaxation techniques and supporting staff returning to work after long term sickness
- Healthy Travel Charter
- Health and wellbeing sessions: ADHD awareness; Autism awareness; Managing finances; Menopause; NHS Screening programmes; taking care of yourself whilst homeworking.



Strategy Themes



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There are 7 themes identified in this strategy:

- Equality and Diversity
- Resourcing Strategies
- Workforce Planning
- Learning and Development
- Culture, Health, Wellbeing and Engagement
- Workforce Contractual Development
- Trade Union Partnerships



Themes and Actions



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Equalities and diversity

Ensuring an inclusive and engaged workforce that reflects the great diversity of Cardiff's communities

Actions include:

- Improved monitoring information across the organisation through active encouragement
- Completing the actions coming out of the Race Equality Taskforce
- Review and update our Equality Training offer determining what is mandatory
- Roll out of diverse recruitment panels
- Continue to support our Employee Networks and widen their reach
- Improve the diversity of our workforce and ensure that the culture of the organisation allows individual's to bring their whole-self to work



Themes and Actions



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Resourcing Strategies

Becoming an employer of choice; attracting, developing and retaining the best talent

Actions include:

- Services to identify hard to recruit areas and the reasons for this
- Continue to develop and strengthen links with Schools, Colleges and Universities
- Review Recruitment processes to ensure that they meet the organisations and applicants needs
- Develop retention strategies to ensure that the Council is an employer of choice
- Ensure that succession planning processes are in place that link to talent management
- Develop a talent management process to ensure that we retain talented individuals



Themes and Actions



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Workforce Planning

Workforce Planning enables the Council to take informed decisions on how to make the organisation more agile from a process, people and technology perspective.

Actions include:

- Embedding workforce planning into the Council's planning and performance framework
- Placing greater emphasis on how budget implications and restraints reflect in workforce plans
- Development of data sets to help managers to manage their teams
- Reviewing and updating the Council's Behavioural Competency Framework
- Develop a manager competency framework
- Developing a Corporate Skills Framework and undertaking a skills audit with actions in place to reduce the gap
- Ensuring our workforce reflects the communities we serve
- Development of mentoring and coaching programmes



Themes and Actions



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Learning and Development

Ensure that all employees have the opportunity and appropriate access to develop their skills. Ensure all training is relevant up to date and meets the needs of the organisation

Actions include:

- Ensure training and development opportunities are available to deliver the Leadership requirements of the Organisation
- Promotion of the Manager Learning Pathway
- Promote and enhance apprenticeship and NVQ qualification opportunities
- Ensure that Cardiff Academy and the training provided reflects the requirements of the organisation
- Review and update Equality training
- Review to ensure Health and Safety Training is aligned to the needs of the organisation
- Review and update Corporate and Service Induction programmes
- Develop training to resolve corporate skills gap
- Develop ways to link Personal reviews to training developments

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Themes and Actions



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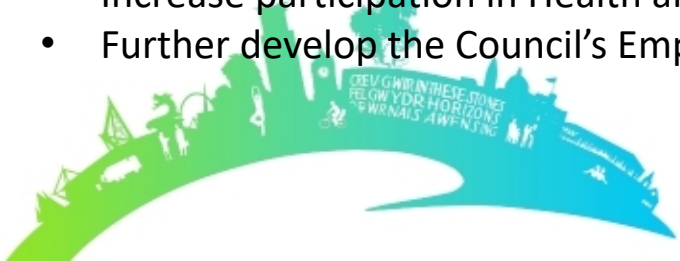


Culture, Health, Wellbeing and Engagement

Keeping our workplace safe and healthy, and our workforce engaged and resilient. Ensuring all of our employees, wherever they are based, have access to our support services and are able to take part in the associated activities.

Actions include:

- Ensure that the culture of the organisation meets the needs of the differing work styles of the organisation
- Continue to develop and implement actions to support the physical and mental wellbeing of staff
- Develop a revised employee engagement strategy and programme with a focus on Directorate delivery
- Review of the cultural values of the organisation and the Employee Charter
- Undertake a communications programme of the cultural values of the organisation
- Review and set a plan for employee survey processes and calendar
- Annual engagement events
- Review the Council's participation in the Corporate Health standard
- Increase participation in Health and Wellbeing initiatives
- Further develop the Council's Employee Benefit programme



Themes and Actions



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Workforce Contractual Developments

A clear framework to help redesign our council and support good employee relations

Actions include:

- Embed Hybrid working within the Council
- Review the Council's main employment policies to ensure they support best practice to include: Resolution Policy; Disciplinary Policy; Attendance and Well Being Policy
- Ensure that the Council's reward strategy meets the needs of the organisation
- Develop a process by which case work can feed into policy developments on a more regular basis
- Develop a robust Policy Review programme that ensures all policies are relevant, fit for purpose and support a modern organisation



Themes and Actions



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Partnerships with the Trade Unions

Communicating clearly and regularly with our Trade Union partners to ensure the employee voice is heard and listened to

Actions include:

- Develop and agree a revised Recognition Agreement including facility time and disputes process
- Ensure that meeting arrangements meet the needs to both Trade unions and the organisation
- Engage with Trade Unions to build closer working relationships with our Employee Networks
- Ensure that the Council embraces the values of Social Partnership and actions support this in areas such as One Planet, Equalities etc



Next Steps



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- First 18 month action plan shared with:
- Trade unions 17th April 2023
- PRAP 16th May 2023

- Action plan to be reviewed on a quarterly basis as part of the HR scorecard.





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Action Plan - May 2023 to October 2024



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Equality and Diversity



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- Complete actions from Race Equality Taskforce
- Improve monitoring information
- Review and address identified gap in suite of equality training and methodologies
- Roll out autism training
- Roll out diverse recruitment panels
- Continue to work closely with the Employee Networks including improving intersectionality



Resourcing Strategies



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- Identify harder to fill posts within Directorates and reasons why
- Work with Directorates to design and develop meaningful career pathways
- Strengthen links with local universities, colleges, schools and professional bodies
- Review recruitment processes as practices and make any necessary changes



Workforce Planning



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- Embed Workforce planning into the Council's planning and performance framework
- Place greater emphasis on how budget implications and other restraints are reflected
- Develop meaningful actions that will result in a workforce reflective of the communities we serve
- Development of data sets for managers
- Review and update the Council's Behavioural Competency Framework
- Develop a Manager Competency framework



Learning & Development



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- Ensure training and development opportunities are available to deliver the leadership requirements of the organisation
- Promote the Manager Learning Pathway
- Promote and enhance apprenticeship and NVQ opportunities
- Develop a Learning and Development Strategy that meets the needs of the organisation
- Continue to develop and implement training opportunities through the medium of Welsh
- Continue and where appropriate enhance our Welsh language skills training



Culture, Health, Wellbeing and Engagement



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- Develop a revised Employee Engagement Strategy and programme with a greater emphasis on Directorate delivery
- Review and update the Council's Cultural Values and Employee Charter
- Increase participation in Health and Wellbeing initiatives
- Continue the roll out of the Council's Employee Benefits package



Workforce Contractual Developments



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- Embed Hybrid Working within the Council
- Review the Council's main employment policies to ensure they support best practice, including Resolution; Disciplinary and Attendance and Wellbeing
- Ensure that the Council's Reward Strategy meets the needs of the organisation



Partnerships with Trade Unions



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- Develop and agree a revised Recognition Agreement including facilities time and disputes process
- Ensure that meeting arrangements meet the needs of both Trade Unions and the organisation
- Engage with the Trade Unions to build working relationships with our employee networks
- Ensure that the Council embraces the values of social partnership and actions support this in areas such as one Planet; Equalities etc..



**CYNGOR CAERDYDD
CARDIFF COUNCIL**

**POLICY REVIEW & PERFORMANCE
SCRUTINY COMMITTEE**

16 May 2023

Hybrid Working Policy Framework

Purpose of report

1. To provide background and context to support an opportunity for policy development scrutiny of the Council's approach to developing a Hybrid Working Policy.

Structure of the Papers

2. Attached to this cover report to support Member's preparations for this scrutiny are:

Appendix 1: Cabinet Report titled Hybrid Working Policy Framework.

Appendix 2: Presentation prepared for this Committee titled Hybrid Working Policy Development.

Background

3. The Committee's Terms of Reference include responsibility for scrutiny of all human resource matters, specifically where the Council is developing policy that impacts on its employees.
4. The Corporate Plan 2023-26 commits the Council to supporting a highly skilled and productive workforce with the well-being of staff at its core. One of the steps to achieving this priority is 'to progress the transition to hybrid working, *supporting service delivery and promoting the wellbeing of staff*, by implementing the Hybrid Working HR policy.' The Lead Member for this priority is the Cabinet Member Finance Modernisation and Performance, and the Lead Directorate the Resources Directorate.

5. In March 2023 Cabinet agreed the report attached at **Appendix 1**. It proposes a framework for the Hybrid Working Policy, and delegates detailed development of the policy to the Head of Paid Services, in consultation with the Cabinet Member for Finance, Modernisation and Performance.
6. The Hybrid Working model is part of a co-ordinated *transformation programme* for the Council that links accommodation use, the impact on employees, the use of technology and the impact on customers and residents.
7. This report to scrutiny focusses on the employee aspects of the transformation programme. The Core Office Strategy, currently under-development and programmed for Cabinet and Scrutiny consideration in June 2023, will be key in considering how the Hybrid Model is developed. In addition, a refresh of customer care training is also currently underway.

Issues

8. The Cabinet report explains that since the COVID-19 pandemic the Council has functioned effectively with a substantial proportion of non-frontline staff working from home, with productivity being maintained, management by outcome over 'presenteeism' and the benefit of an improved work/life balance.
9. Hybrid working reduces reliance on buildings and estates and promotes further digital tools to ensure that work can be managed collaboratively from a range of locations. It also offers the benefit of reducing commuter and business journeys. The Council's challenge now is to ensure that the shift is a sustainable one which works best in the interests of the employee and the employer in the long-term.
10. Four generic work styles have been identified against which all roles within the Council will be assessed as follows:

A	Fixed location	Employees who need to be at the same location or desk every day, including frontline workers who commence from a set base.
B	Hybrid	Employees who will have an office base but may work from home or spend time out of the office base, meeting service users. The amount of time out of the office will vary, Hybrid workers could be in the office for one or two days a week, but not necessarily full days. These days should be flexible, depending on work requirements.

C	Home based	Employees who commence and end their work at their home but are mobile throughout the day.
D	Home	Employees who perform 100% of their duties from their home but may be required to attend the office or other work location on a very ad hoc basis e.g., face to face meeting, training or team building activities

11. The Hybrid Working Policy will provide a framework that aims to:
 - provide guidance and good practice to enable employees to work from home or other locations effectively and safely.
 - assist both managers and employees in implementing work styles which are not fixed locations by highlighting areas for consideration and providing practical advice and information.
 - be considered alongside the Council's other corporate strategies and policies, in particular those relating to Human Resources, ICT, Health and Safety and Information Governance.

12. All employee roles will be assigned a category. Contractual terms and conditions and workstyle will be recorded on the HR system. Any arrangement for working style will be by mutual agreement between the service area and the employee but is at the discretion of the manager. It is proposed to develop a process by which employees can request a change of work style between categories.

13. The report lists the responsibilities of managers and employees (**Appendix 1** point 16) and the principles that the policy will address on a number of issues (**Appendix 1**, point 18), also listed in the *Scope of Scrutiny* section below.

14. The legal advice in **Appendix 1** clarifies that the mechanism for policy implementation will require further advice as it will result in contractual changes to employment contracts. It states that any variation to an employee's contract should ideally be by mutual consent and will therefore require employees to be consulted upon, and to agree, any proposed contractual variation because any perceived unilateral variation of contract

constitutes a litigation risk. It also advises full consultation with Trade Unions through the corporately agreed processes.

15. The Cabinet report states that following development there will be a full communication process for employees and managers to ensure that they fully understand the implications of the Hybrid Working Policy, prior to any individual decisions being made.

Previous Scrutiny

16. The Committee was briefed on early development in respect of hybrid working in May 2021. Following a post pandemic staff survey the HR service identified a number of challenges with homeworking. Meetings which require creative thinking can prove more challenging; it can be more difficult to build relationships and for staff to build the networks that enable effective working; continuous Teams meetings should be avoided; home environments must be both safe and appropriate for work; and there is a danger of 'blurring of the lines' between work and home lives.
17. The Committee was advised that the organisation was exploring the possibility of introducing a Hybrid Working Model, and following the scrutiny made two recommendations it would like incorporated as plans were developed, both of which were accepted by Cabinet.

- **That Cabinet proposals factor in an assessment of the employee's individual needs/ choices when allocating the hybrid working category to a role.**

Cabinet responded that the process for assessing and allocating roles would be done in consultation with individual employees, taking into account service delivery requirements, and the individual's needs and preferences. In circumstances where mental and/or physical health, or appropriateness and safety of the home working environment are factors, these issues will be paramount in the consultation process. 'Managers will have the ability to organise for appropriate arrangements to be put in place for those employees who, for a variety of reasons, find home working challenging.'

- **That Cabinet builds flexibility into the hybrid working proposals and includes wording to stress that, in negotiating arrangements with staff members, individual circumstances and preferences will be taken into account.**

Cabinet responded that a programme of trade union and staff engagement on the introduction of a 'hybrid working' model would be launched imminently, to give staff an opportunity to raise any concerns, discuss the opportunities and help shape their new working environment going forward. Work was ongoing on a comprehensive staff questionnaire which would help canvass the views of officers on a range of issues. The Leader stressed that the well-being of staff would be a central consideration as this work was developed.

Home & Agile Working Inquiry Recommendations

18. The Committee's work programme for 2021-22 included an in-depth review of the Council's approach to capturing the benefits of homeworking developed as an emergency response to the pandemic. Published in March 2022 and considered at an early Cabinet meeting of the new Administration held on 14 July 2022, a response to the Committee's work was agreed in January 2023 and considered by this Committee at its meeting on 22 March 2023.
19. Members are reminded that Cabinet accepted 6 of this Committee's 9 recommendations, whilst 3 were partially accepted.
20. *It was accepted that Cabinet:*
 - Communicate with all staff a refreshed set of Council values setting out how hybrid working will be introduced and embedded.
 - Refresh and update the Council's HR policy framework to reflect new working styles, particularly policies affecting such areas as terms and conditions, organisation structure, job roles and responsibilities, PPDRs as well as sickness absence and well-being policies.

- Clearly sets out its expectations on the levels of communication and consultation between managers and their hybrid/office-based and homeworking staff.
- Introduces a framework for the continual sharing of service area hybrid working processes, experiences, and best practice, to benchmark and ensure consistency of culture, management, and staff experience across the Council.
- Explores the experiences of other Councils which have successfully introduced new ways of working well before the pandemic.
- Invests in training to support the successful introduction of a new style of working. Specifically training in Management *skills* – in coaching and mentoring; managing home/hybrid worker performance and identifying and dealing with staff wellbeing needs. *Induction* – enhanced induction for home/hybrid working new starters; and IT *self-sufficiency*.

21. Those recommendations that were partially accepted request that in the medium-longer term, Cabinet:

- Undertakes a full review of the leadership expectations and capabilities of managers at all levels.
- Requires each Directorate to develop and implement an action plan setting out what it expects in terms of people management and preferred leadership styles.
- Requires the Senior Management Team to undertake regular reviews, at least annually, of the quality and consistency of hybrid working, its effectiveness in the delivery of council services and the embedding of the agreed and implemented recommendations in the committee's report.

Scope of the Scrutiny

20. Members are invited to offer ideas as to the content of the Hybrid Working Policy, with a focus on the following broad principles, and to identify additional areas for research when developing the policy.

- Classification of 'home'
- Working outside of the UK
- Availability of the employee and the manager

- Financial considerations, including insurance
- Travel expenses
- Claiming of travel time
- Personal security and wellbeing
- Data Security and Information Management
- Team and performance management
- Management accountabilities

Way Forward

16. Councillor Chris Weaver, Cabinet Member – Finance, Modernisation & Governance, Chris Lee, Corporate Director Resources, and Tracey Thomas, Chief HR officer have been invited to present the policy developments to date.

Legal Implications

17. 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

18. 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

The Committee is recommended to:

- I. Note the presentation to Committee on the Hybrid Working Policy;
- II. Offer its ideas, observations and comments on hybrid working to inform further policy development.
- III. Consider whether the Committee's previous research and recommendations on Homeworking have informed the policy framework developed to date.

DAVINA FIORE

Director of Governance & Legal Services

10 May 2023

HYBRID WORKING POLICY FRAMEWORK

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

AGENDA ITEM: 6

Reason for this Report

1. To seek the approval from Cabinet for the Hybrid Working Policy Framework set out in the report and to delegate the detailed development of the Council's HR Hybrid Working Policy to the Head of Paid Services in consultation with the Cabinet Member for Finance, Modernisation and Performance, based on said framework.

Background

2. The COVID 19 pandemic saw a significant change in the ways of working. It fundamentally changed the perceptions around hybrid working, the approach of organisations and businesses and enabled many workers, who previously were unable to work in an agile and flexible way to have improved work-life balance.
3. During the height of the pandemic the Council was able to demonstrate that it was able to function effectively through fully remote working for many employees. This had a powerful impact and evidenced that staff can be effective and productive working away from the office.
4. In 2021 the Council developed a road map to progress a Hybrid Working model. This included a staff survey, service level change management exercise, focused engagement workshops, the creation of the Hybrid Working Touchdown & Collaboration Hub and the introduction of Smartway2 room and desk booking system.
5. Hybrid working can offer advantages and opportunities, but there is also a challenge for employers to ensure that the shift is a sustainable one which works in the best interests of the employee and the employer in the long-term. However, it is also recognised that for a significant number of employees within the Council, hybrid working is not achievable given the nature of their role. Some employees will continue to be required to work in a designated location, however full consideration should be given to hybrid working across the organisation, so it does not become a benefit perceived only to be available for certain obvious roles.

6. Hybrid working can mean different things to different organisations, but the overriding principles are that it can reduce reliance on buildings and estates and help to further promote a suite of digital tools to ensure that work can be managed collaboratively from a range of locations – whether that be in the office, from home or a remote working hub.
7. One clear benefit of hybrid working with a greater number of people working from home and the use of virtual meetings has been the reduction in commuting and fewer business journeys. However, there are differing views whether energy consumption associated with non-traditional ways of working is reduced or may indeed be increased.

Issues

8. The development of the Hybrid Working model at the Council is focussed on ‘what we do’ that supports the delivery of excellent service, rather than ‘where we do it’. It is part of a co-ordinated transformation programme for the Council that links accommodation use, the impact on employees, the use of technology and the impact on customers and residents.
9. Future reports setting out the Core Office Strategy will be presented to Cabinet in the coming months. This will be key in considering how the Hybrid Model is developed and employee policy arrangements are finalised. In terms of the customer perspective, a refresh of customer care training is currently underway and whilst hybrid offers flexibility in terms of for example, a work life balance, the overriding aim continues to be the delivery of service improvement. As such, service delivery and service operating models take priority in any hybrid arrangements considered.
10. This report focusses on the employee aspects of this transformation programme, that is, from a workforce policy framework perspective.
11. In May 2021 Cabinet identified four broad categories of work style against which all roles within the Council would be assessed. Further clarity has been given to these four generic work styles that will be assigned to all employees and recorded on our HR system as follows:
 - **Fixed location:** Employees who needs to be at the same location or desk every day, including frontline workers who commence from a set non home base. This could be an office; depot; school; or frontline location.
 - **Hybrid:** Employees who will be office based but may work from home or spend time out of the office, meeting service users or partners. Hybrid workers could be in the office for one or two days a week, but not necessarily full days. These days should be flexible, depending on work requirements
 - **Home-based:** Employees who commence and end their work at their home but are mobile throughout the day.

- **Home:** Employees who perform 100% of their duties from their home but may be required to attend the office or other work location on a very ad hoc basis e.g., face to face meeting, training or team building activities
12. All staff will be identified with one of these work styles and provided with an update to their contractual terms and conditions and the style will be recorded on our HR system to provide management information to the organisation and for external requests.
13. The aims and objectives of the Hybrid Working Policy is to:
- provide guidance and good practice to enable employees to work from home or other locations effectively and safely.
 - to assist both managers and employees in implementing work styles which are not fixed locations by highlighting areas for consideration and providing practical advice and information.
 - be considered alongside the Council's other corporate strategies and policies, in particular those relating to Human Resources, ICT, Health and Safety and Information Governance.
14. The policy will provide a framework for non-fixed working styles where this is both feasible and desirable. Any arrangement for working style should be by mutual agreement between the service area and the employee but is at the discretion of the manager. It is critical that any arrangement does not impact detrimentally on the quality and continuity of service provision in all the functions and activities of the Council. The key to success is mutual understanding and trust, leading towards mutual benefit.
15. The values & principles set out in the policy will:
- Link to the values review as part of the Workforce Strategy 2023-2027
 - Balance between the needs of the customer, service and individual
 - Support the effectiveness of hybrid working for a modern employer in helping us recruit and retain diverse and talented people
 - Not compromise service delivery. If employee presence within corporate accommodation is necessary to provide effective service delivery, then they will be required to attend.
 - Identify that we won't have a single, set working pattern for everyone. The hybrid working model needs to flex by team, role and individual.
 - Ensure that no one will be forced to work from home. Staff will always have a choice to come in, if that's what works best for them.
16. There will be responsibilities for both managers and employees set out in the policy and these will include:

For manager's ensuring:

- All staff have any reasonable adjustments in place and any other appropriate assessments e.g., if staff are carers
- appropriate contact details are available for staff
- regular check ins, team communications and 1:1s
- new starters and all staff have appropriate training
- the management of productivity / outcomes remotely
- employees are supported to always ensure confidentiality of service users
- proper procedures and policies are still followed e.g., sickness when too unwell to work or ensure appropriate probationary period support / monitoring for new employees

For employees ensuring:

- they have an appropriate place to work, not just workstation but in terms of confidentiality if working with others in a room
- appropriate contact details are available for managers
- access to a reliable internet connection that means they can sustain working from home for a number of hours or a full working day
- Working time/days/hours – normal working arrangements in place unless otherwise agreed with manager
 - This includes ensuring taking regular breaks
 - Still log and complete hours on flexi system etc
- They have the arrangements in place for Information Governance considerations
- proper procedures and policies are still followed e.g., sickness

17. As part of the development of the policy, due regard will be made to the process by which employees can request a change of work style between categories whether that be individually or as part of a group and the escalation process should agreement between the employee and manager not be reached. There will also be clarity in the policy, linked for example to the restructure process, of the procedure the employer will follow if a work style needs to be changed by the employer for whatever reason.

18. The policy will also set out principles and details regarding, but not limited to, the following:

- Classification of 'home'
- Working outside of the UK
- Availability of the employee and the manager
- Financial considerations, including insurance
- Travel expenses
- Claiming of travel time
- Personal security and wellbeing
- Data Security and Information Management
- Team and performance management
- Management accountabilities

19. The Policy will also link to other strategies and policies with regards to:

- Core accommodation
 - Health and Safety
 - ICT
 - Information Governance
20. The development of the policy will include research on best practice including reviewing policies where available across Core Cities and Local Authorities in Wales as well as the private sector where available. There will also be consultation during the policy development with:
- Trade Unions
 - Employee Equality Networks
 - Policy, Review and Performance Scrutiny Committee
 - Manager groups

Reasons for Recommendations

21. To seek the approval from Cabinet for the Hybrid Working Policy Framework set out in this report and to delegate the detailed development of the Council's HR Hybrid Working Policy to the Head of Paid Services in consultation with the Cabinet Member for Finance, Modernisation and Performance, based on the said framework.

Financial Implications

22. In developing the Hybrid Working Policy, consideration will need to be given to the financial costs and opportunities (where applicable) arising and identify the sources of funding prior to implementation where it is identified as a net financial cost.

Legal Implications

23. This report seeks approval to delegate the full development of a Hybrid Working Policy to the Head of Paid Services. Whilst this report and the report presented to Cabinet on 24 February 2022 sets out an overall framework for the Policy, the content of the Policy will require further detailed advice as it develops. In addition, the mechanism for Policy implementation will require further legal advice particularly as it is set out that the implementation will result in contractual changes to employment contracts.
24. Any variation to an employee's contract should ideally be by mutual consent and will therefore require employees to be consulted upon, and to agree, any proposed contractual variation because any perceived unilateral variation of contract constitutes a litigation risk.
25. In considering this matter, Members must have regard to the Council's public sector equality 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: (a) Age, (b) Gender reassignment, (c) Sex, (d) Race – including ethnic or national origin,

colour or nationality, (e) Disability, (f) Pregnancy and maternity, (g) Marriage and civil partnership, (h) Sexual orientation, (i) Religion or belief – including lack of belief.

26. When taking strategic decisions, the Council also has a statutory duty to have due regard to the need to reduce inequalities of outcome resulting from socio-economic disadvantage ('the Socio-Economic Duty' imposed under section 1 of the Equality Act 2010). In considering this, the Council must take into account the statutory guidance issued by the Welsh Ministers (WG42004 A More Equal Wales The Socio-economic Duty Equality Act 2010 (gov.wales) and must be able to demonstrate how it has discharged its duty.
27. The Well-being of Future Generations (Wales) Act 2015 requires the Council to consider how its decisions will contribute towards meeting its well-being objectives (set out in the Corporate Plan). Members must also be satisfied that the Council's decisions comply with the sustainable development principle, which requires that the needs of the present are met without compromising the ability of future generations to meet their own needs.
28. The Council must also be mindful of the Welsh Language (Wales) Measure 2011 and the Welsh Language Standards and consider the impact of its proposals upon the Welsh language.

HR Implications

29. This report recommends the development of a Hybrid Working Policy which will require full consultation with Trade Unions through the corporately agreed processes. Following its development there will be a full communication process for employees and managers to ensure that they fully understand the implications of the Policy prior to any individual decisions being made.
30. An Equality Impact Assessment of the policy will be carried out to ensure there are no adverse impacts on any specific groups.

Property Implications

31. The report does not make specific recommendations relating to property. However adoption of the Hybrid Working model impacts the Council's use and requirement of operational property. This is particularly relevant in core offices, which are under review at present, and the formal implementation of hybrid working will have a significant influence on the size and type of office environment the Council requires going forward. This in turn feeds directly into the Carbon, Financial and Service objectives of the Corporate Property Strategy. Hybrid working is therefore an interdependency on future operational property planning.
32. Suitable environments are critical to deliver hybrid working and any property solutions will need to be planned and operate hand in hand with IT and HR policy and arrangements.

RECOMMENDATION

Cabinet is recommended to:

1. approve the Hybrid Working Policy Framework set out in the report;
2. delegate the detailed development of the Council's HR Hybrid Working Policy to the Head of Paid Services in consultation with the Cabinet Member for Finance, Modernisation and Performance, based on the said framework.

SENIOR RESPONSIBLE OFFICER	Chris Lee Corporate Director Resources and Section 151 Officer
	17 March 2023

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Hybrid Working Policy - Development

PRAP Scrutiny May 2023



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Aims & Objectives

- The Hybrid Working Policy is intended to provide guidance and good practice to enable employees to work from home or other locations effectively and safely.
- Implements and follows through on the recommendations of Policy Review and Performance Scrutiny Committee Task and Finish Group on Home and Agile Working.
- The policy is intended to assist both managers and employees in implementing work styles which are not fixed locations by highlighting areas for consideration and providing practical advice and information.
- The policy should be considered alongside the Council's other corporate strategies and policies, in particular those relating to Human Resources, ICT, Health and Safety and Information Governance.



Values & Principles

- Linked to the Values review as part of the Workforce Strategy 2023-2027
- Needs of the customer, service and individual
- Support hybrid working because it is effective and as a modern employer it helps us recruit and retain diverse and talented people
- Hybrid working will not compromise service delivery. If we need to be in, then we need to be in. All services will agree clear expectations about being present in the workplace – when and why – to ensure a quality service is delivered.
- We won't have a single, set working pattern for everyone. The hybrid working model needs to flex by team, role and individual.
- No one will be forced to work from home. Staff will always have a choice to come in, if that's what works best.



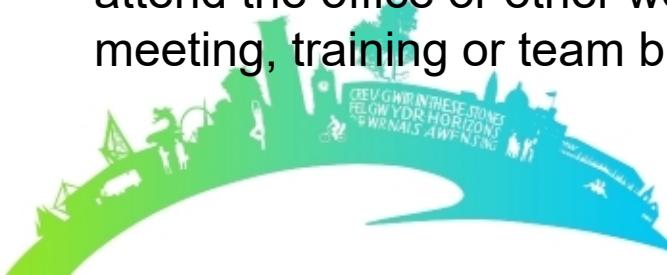
Work Styles



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- The Council has established four generic work styles that will be allocated to all employees and recorded on our HR system as follows:
 - **Fixed location:** Employees who needs to be at the same location or desk every day, including frontline workers who commence from a set non home base. This could be an office; depot; school; or, frontline location.
 - **Hybrid:** Employees who will be office based but may work from home or spend time out of the office, meeting service users or partners. Hybrid workers could be in the office for one or two days a week, but not necessarily full days. These days should be flexible, depending on work requirements
 - **Home-based:** Employees who commence and end their work at their home, but are mobile throughout the day.
 - **Home:** Employees who perform 100% of their duties from their home but may be required to attend the office or other work location on a very ad hoc basis e.g. face to face meeting, training or team building activities



General Approach



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The policy will provide a framework for non fixed working styles where this is both feasible and desirable. Any arrangement for working style should be by mutual agreement between the service area and the employee but is at the discretion of the manager. It is critical that any arrangement does not impact detrimentally on the quality and continuity of service provision in all of the functions and activities of the Council. The key to success is mutual understanding and trust, leading towards mutual benefit.



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Manager's Responsibilities



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To include:

- Ensuring all staff have any reasonable adjustments in place and any other appropriate assessments e.g. if staff are carers
- Appropriate contact details are available for staff
- Regular check ins, team communications and 1:1s
- New starters and appropriate training
- Managing productivity / outcomes remotely
- Ensure employee is supported to ensure confidentiality of service users at all times
- Ensure proper procedures and policies are still followed e.g sickness when too unwell to work or ensure appropriate probationary period support / monitoring for new employees



Employee's Responsibilities



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To include:

- To include appropriate place to work, not just workstation but in terms of confidentiality if working with others in a room
- Appropriate contact details are available for managers
- To ensure a reliable internet connection that means they can sustain working from home for a number of hours or a full working day
- Working time/days/hours – normal working arrangements in place unless otherwise agreed with manager
 - This includes ensuring taking regular breaks
 - Still log and complete hours on flexi system etc
- Have the arrangements in place for Information Governance considerations
- Ensure proper procedures and policies are still followed e.g sickness



Requests for a change in work style



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As part of the development of the policy, due regard will be made to the process by which employees can request a change of work style whether that be individually or as part of a group and the escalation process should agreement between the employee and manager not be reached. There will also be clarity in the policy, linked for example to the restructure process, of the procedure the employer will follow if a work style needs to be changed by the employer for whatever reason.



Principles



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The policy will also set out principles and details regarding, but not limited to, the following:

- Classification of 'home'
- Working outside of the UK
- Availability of the employee and the manager
- Financial considerations, including insurance
- Travel expenses
- Claiming of travel time
- Personal security and wellbeing
- Data Security and Information Management
- Team and performance management
- Management accountabilities



Additional links and sections



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The Policy will also link to other strategies and policies with regards to:

- Core accommodation
- Health and Safety
- ICT
- Information Governance

The following sections will also be included in the policy:

- Health & Wellbeing
- Homeworking Etiquette – including team meetings and wellbeing
- Performance Management – Communication and consultation between managers and Hybrid/ homeworking staff
- Insurance
- Information Governance
- Management Accountabilities





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We would welcome input from
Scrutiny on what they would like
to see in the policy.



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**CYNGOR CAERDYDD
CARDIFF COUNCIL**

**POLICY REVIEW & PERFORMANCE
SCRUTINY COMMITTEE**

16 May 2023

Customer & Digital Services - update report

Purpose of Report

1. To provide the Committee with an update on development of the Council's Customer and Digital Services.
2. Members are advised there are no papers that accompany this item. The full update on both services will comprise of an in-person presentation at Committee by the Chief Digital Officer.

Background & Context

3. The Committee's Terms of Reference confer responsibility for scrutiny of the overall operation of the Council's programme for improvement, including Contact Centre Services, Service Access, Information and Communication Technology.
4. The Corporate Plan 2023-26 includes a priority of improving the Council's digital offer and enhancing the use of data. Steps listed to achieve this priority are:
 - Support citizens to make the switch to digital services.
 - Use automation to streamline administrative tasks and create a more efficient and joined-up Council.
 - Prioritise the development or re-development of digital services which deliver the greatest budget efficiencies.
5. Achievement of the above *Steps* in 2023/24 will be measured by:
 - The number of **customer contacts** to the Council using digital channels (5% increase on the 2022/23 outturn)

- The total number of **webcast hits** (12,500)
 - The number of **Facebook followers** (10% increase on the 2022/23 outturn)
 - The number of **Instagram followers** (10% increase on the 2022/23 outturn)
 - The number of people registered with the **Cardiff Gov App** (5% increase on the 2022/23 outturn).
6. The Council has a **Digital Strategy** that commits to a 'Digital First' approach, making the best use of new technologies to run the Council's services, particularly its transactional services, as efficiently and effectively as possible. Similarly, pre-pandemic the Council developed a comprehensive **Customer Strategy**. *that* will be re-freshed to support corporate priorities.
 7. Included in the refresh of the customer strategy, and given the increasing digital agenda, the Council is undertaking a full-service review of its C2C contact centre.
 8. This scrutiny will present the latest position in both Customer and Digital worlds, recognising their interdependence.

Scope of the Scrutiny

9. Following a full presentation and briefing on the Council's vision for customer service, plans for reviewing C2C, and the work of the Digital Delivery Team, Members may wish to test the direction of travel is in line with the well-being of future generations whilst inclusive to all customers. Members may also wish to explore opportunities for further scrutiny engagement as part of the Committees 2023/24 work programme.

Way Forward

10. To support this scrutiny, in attendance will be Councillor Chris Weaver, Cabinet Member Finance, Modernisation & Performance; Chris Lee, Corporate Director Resources; Isabelle Bignall, Chief Digital Officer, and Rachel Bishop, Customer Services Manager.
11. At the meeting, Members will receive a presentation by the Chief Digital Officer, explaining the Council's customer charter, standards, strategy and training,

alongside developments in Digital Services designed to offer more choice for customers and improve service delivery. Members will then be invited to ask questions.

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.

Recommendations

14. The Committee is recommended to:

- i. Note the vision and progress for both Customer and Digital Services;
- ii. Consider whether it wishes to offer comments, observations, or recommendations for Cabinet consideration.
- iii. Consider whether there are issues that would benefit from further/ongoing scrutiny as part of its 2023/24 work programming.

DAVINA FIORE

Director of Governance and Legal Services

10 May 2023