

**SWYDDFA'R ARWEINYDD
OFFICE OF THE LEADER**

Fy Nghyf / My Ref: CM42402

Eich Cyf / Your Ref:

Dyddiad / Date: 30th October 2019

Cllr David Walker
Chair - Policy Review & Scrutiny Committee
County Hall
Atlantic Wharf
Cardiff Bay
CF10 4UW

Annwyl / Dear David

Scrutiny Policy Review And Performance Scrutiny Committee 25 September 2019 Cadp Smarter Working Project

Thank you for your letter dated 1st October 2019 regarding the Smarter Working Project item considered at Policy Review and Performance Scrutiny Committee on 25th September 2019. I have looked at the observations made by the Committee and raised in your letter and respond as follows:

Culture

Firstly, I would like to thank the Committee for their constructive comments regarding getting the right organisational culture in place to allow the smarter working project to be successfully implemented across the council.

As indicated during the Committee, the project team will be working with each service area who are implementing smarter working to ensure sufficient support is available to all staff as they transition into a new way of working.

Implications for Employees

As discussed during the Committee meeting, smarter working is about employees having the choice on how they work in a variety of settings. These choices will include home working, working from a smarter working hub, working from one of the council's core offices and more likely perhaps, a combination of all of these. As part of the engagement strategy, the project team will be actively discussing the various options available with each service area and this engagement will include addressing any potential concerns that staff may have

The positive impact on sickness absence through greater flexibility of working arrangements is well documented nationally. For Smarter Working at Cardiff, it is the intention that a baseline analysis, including surveys will be conducted for each service area prior to the commencement of introducing smarter working, and then follow up exercises will be carried out at different phases of implementation. The impact on sickness absence levels, amongst other things, will be analysed and arrangements put in place to sustain any positive impact delivered.

GWEITHIO DROS GAERDYDD, GWEITHIO DROSOCH CHI

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

WORKING FOR CARDIFF, WORKING FOR YOU

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



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On a wider front, it is the intention that these surveys can also be utilised to ensure sufficient support is being provided to staff as they embark on this new way of working.

Technology

Any training requirements for any new technology deployed will be captured as part of the early engagement with service areas. Training will then be provided to ensure staff have the necessary skills and knowledge to work more effectively and efficiently.

Touch Down Points

As noted at the Committee meeting, a review of touch down points is ongoing and the findings and necessary next steps will be discussed at a future project team meeting.

I welcome the suggestion to include third sector partners in these considerations and the project team will ensure this happens as this element of the project is developed further.

As part of the ongoing evaluation of the project, officers will ensure that any reduced accommodation requirements, which can be clearly attributed to the project, are captured, evidenced and subsequently reported. As well as any financial benefits, ultimately the project will need to demonstrate improved services to our customers.

Leadership Challenge

The points made in your letter are well made and reflect again the importance of a shift in culture as part of the leadership challenge to deliver transformation through Smarter Working at the Council.

Consultation

I welcome the suggestion to contact companies such as British Gas, Welsh Water and Admiral Insurance, who have previously indicated their willingness to share their experiences with the Council. Contact details have been requested and meetings will be arranged with companies who may have gone through a similar project and whose experiences will be beneficial to the project team.

Finally, the project team would welcome the opportunity to continue updating and engaging with the Committee on this project. I will ensure these updates are given on a regular basis so that the Committee can note progress and assist with the ongoing implementation of smarter working across the organisation.

Yn gywir,
Yours sincerely,



**CYNGHORYDD / COUNCILLOR HUW THOMAS
ARWEINYDD / LEADER,
CYNGOR CAERDYDD / CARDIFF COUNCIL**