



# Policy Review And Performance Scrutiny Committee Recovery & Renewal Programme Update – Hybrid Working 11<sup>th</sup> October 2021



# Context - The Starting Point

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



# Our Approach to Organisational Recovery

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

# People - Staff Engagement



# Hybrid Working/Engagement Activity

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



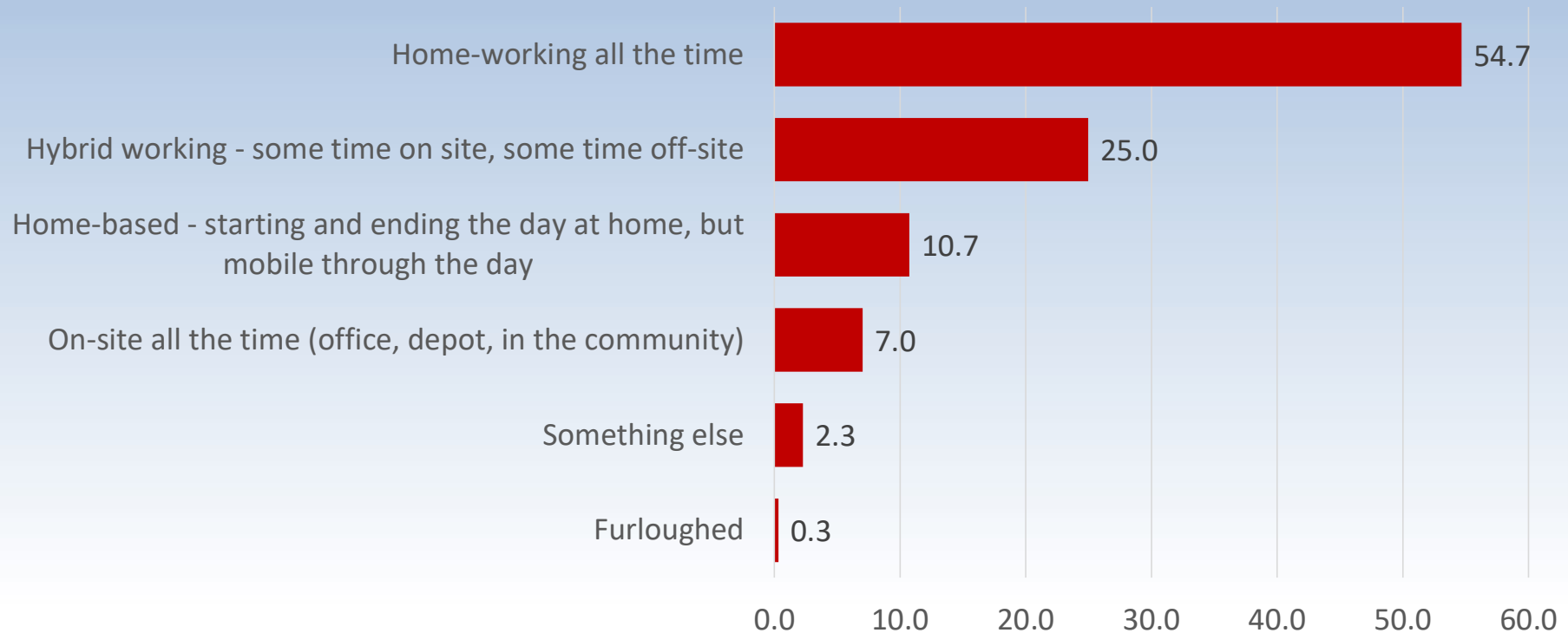
# Hybrid Working Staff Engagement:

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

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

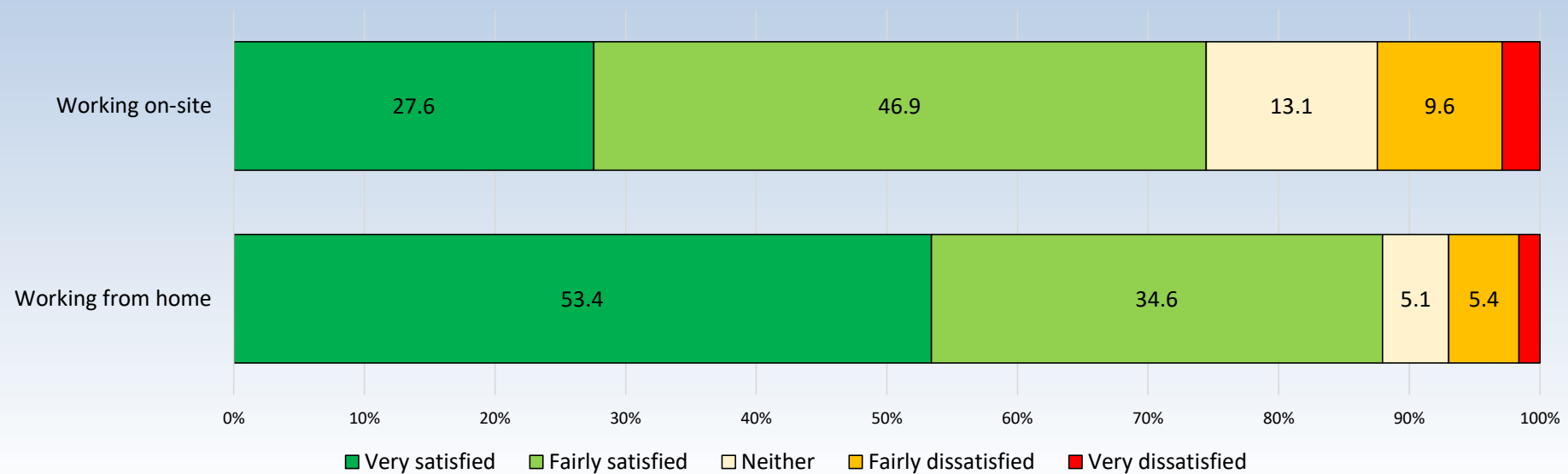


**Since the start of the pandemic, which of the following best describes how you have been working?**



# Looking Back: Overall Satisfaction

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





# Looking back: Staff Working From Home All the Time

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

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

- **What worked less well?**

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



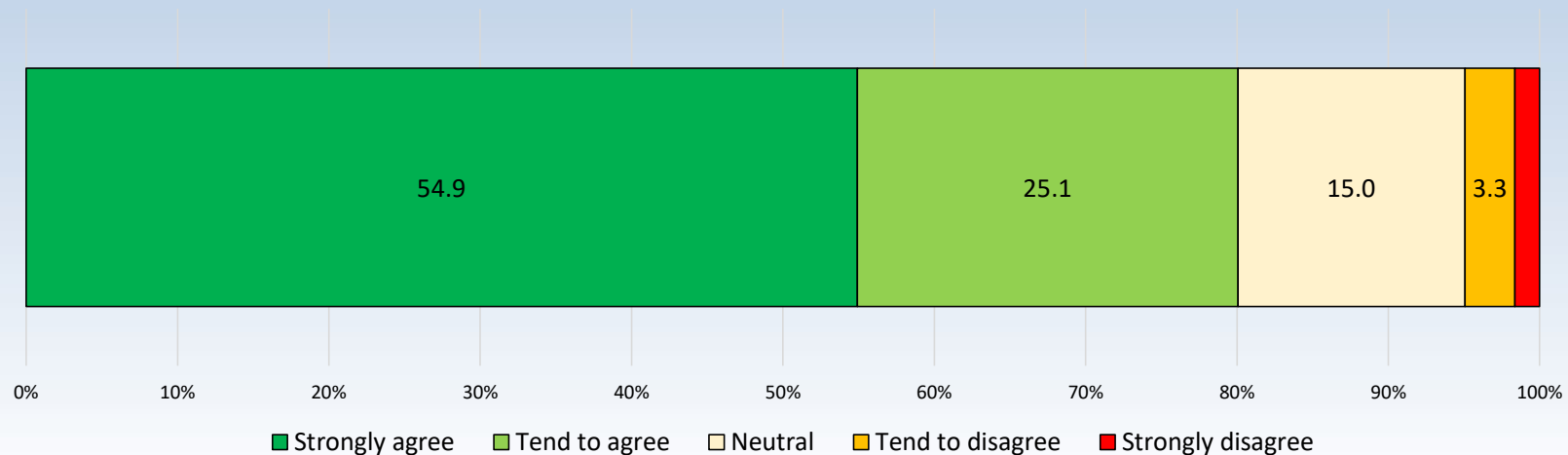
# Looking back: Staff Working From Home All the Time

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



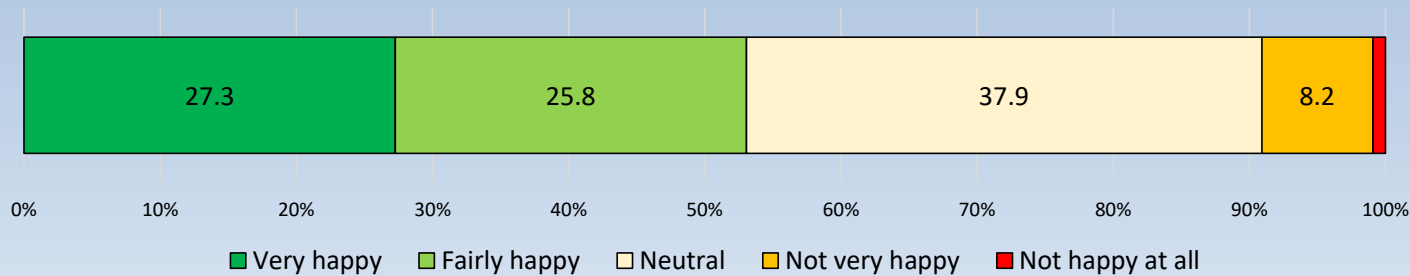
# Looking back: Supported by your manager

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

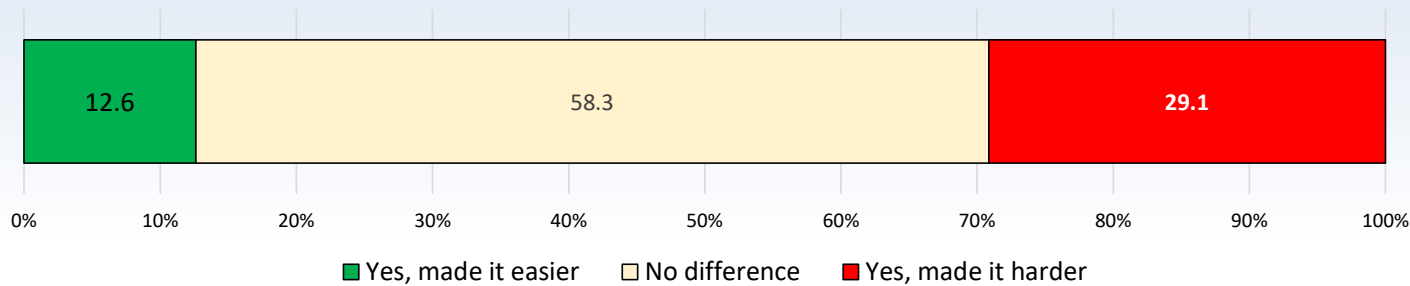


# Looking back: Staff Working On Site All the Time

How do you feel about colleagues working off-site?



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



# Looking Forward:

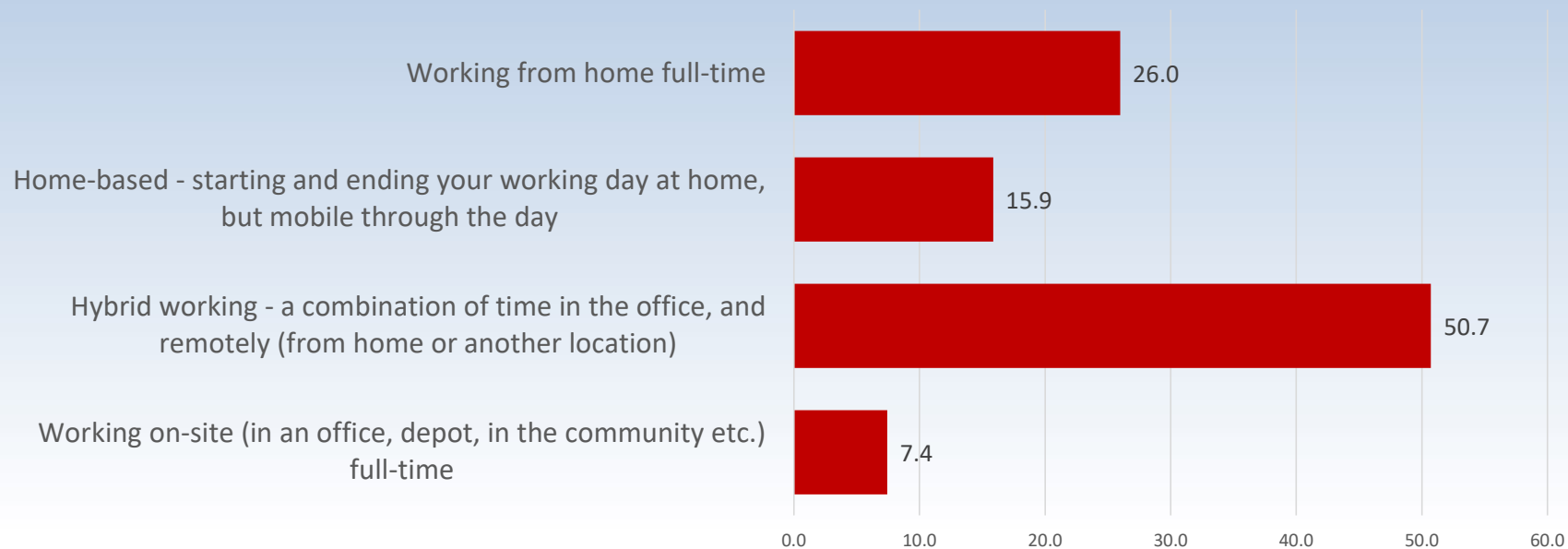
## Benefits and Disadvantages of Working on Site

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

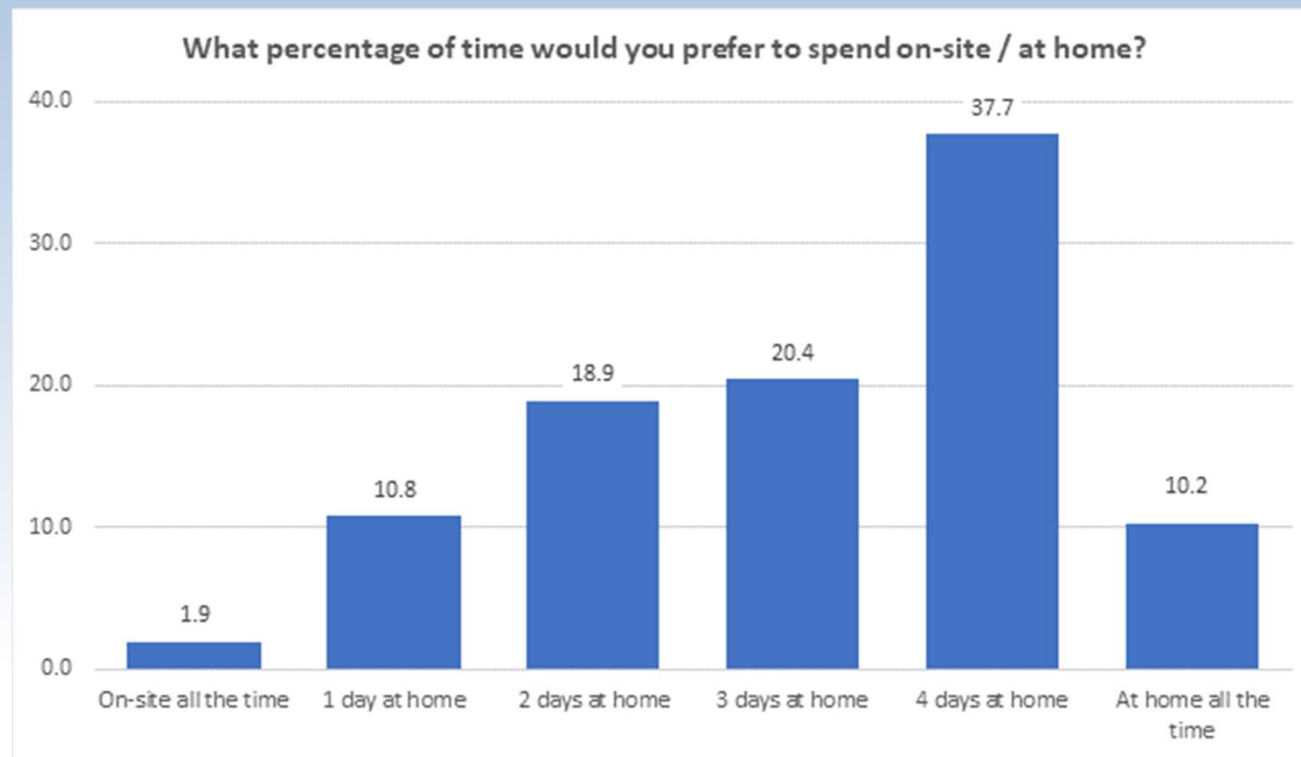


# Looking Forward: Hybrid Working

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



# Looking Forward: Hybrid Working



# Looking Forward:

## Benefits and Disadvantages of Hybrid Working

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

### What else will I need...

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





# Looking Forward:

## Benefits and Disadvantages of Home-based Working

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

### What else will I need...

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



# Looking Forward:

## Benefits and Disadvantages of Home Working

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

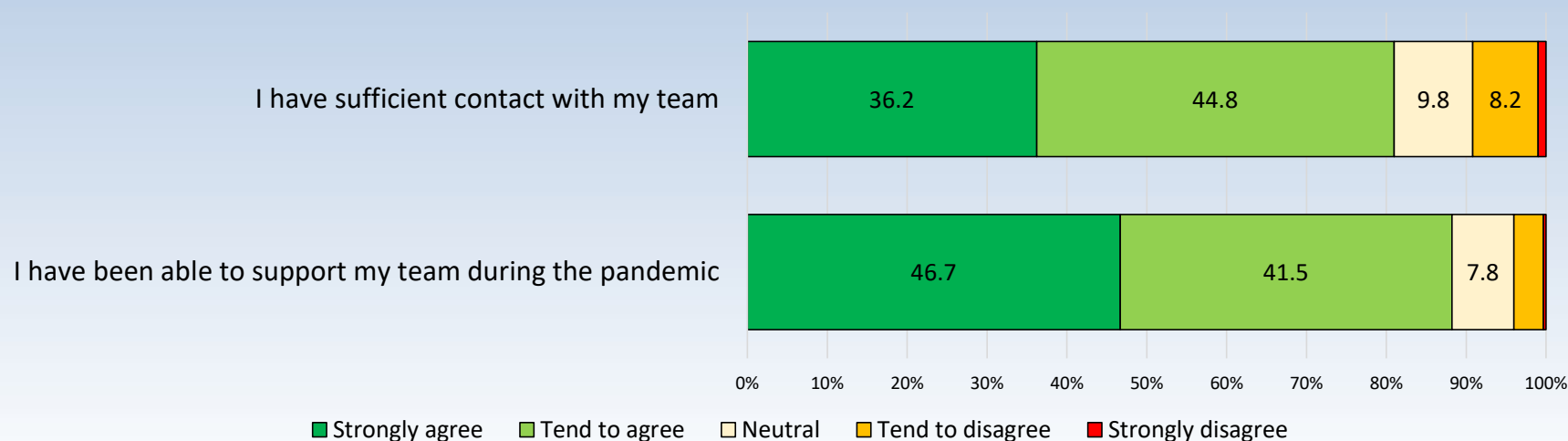
### What else will I need...

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



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

How much do you agree with the following statements?



# Looking Back: Benefits and Disadvantages (Managers)

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



# Looking Forward: View from Managers

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

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



# Next Steps

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



# Accommodation Considerations





## Hybrid Working Key Principles

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

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

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

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

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

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

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

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

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

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





## Our Culture

### **MANAGERS will:**

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

### **EMPLOYEES will:**

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



# Activity Based Working

## Focus:

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

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

## Collaboration:

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

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

## Socialise / Network:

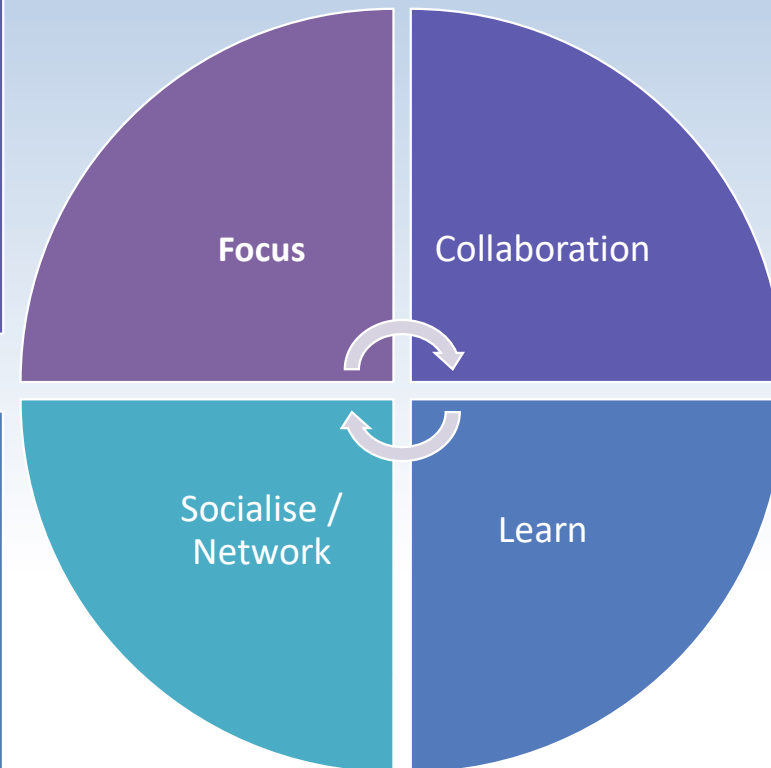
These tasks involve the sharing of information and ideas across teams, services and directorates across the organisation to achieve a common goal and promote a move away from silo working.

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

## Learn:

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

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



## Activity-Based Working Environment – example settings



Standard Banks of Workstations



Touchdown Benches



Height Adjustable Standing Desks



Project/Collaborative Area



Room within a Room



Individual Quiet Pods



Medium/Large Meeting Rooms



Informal Meeting Spaces



Phone Booths



Home Working Environment



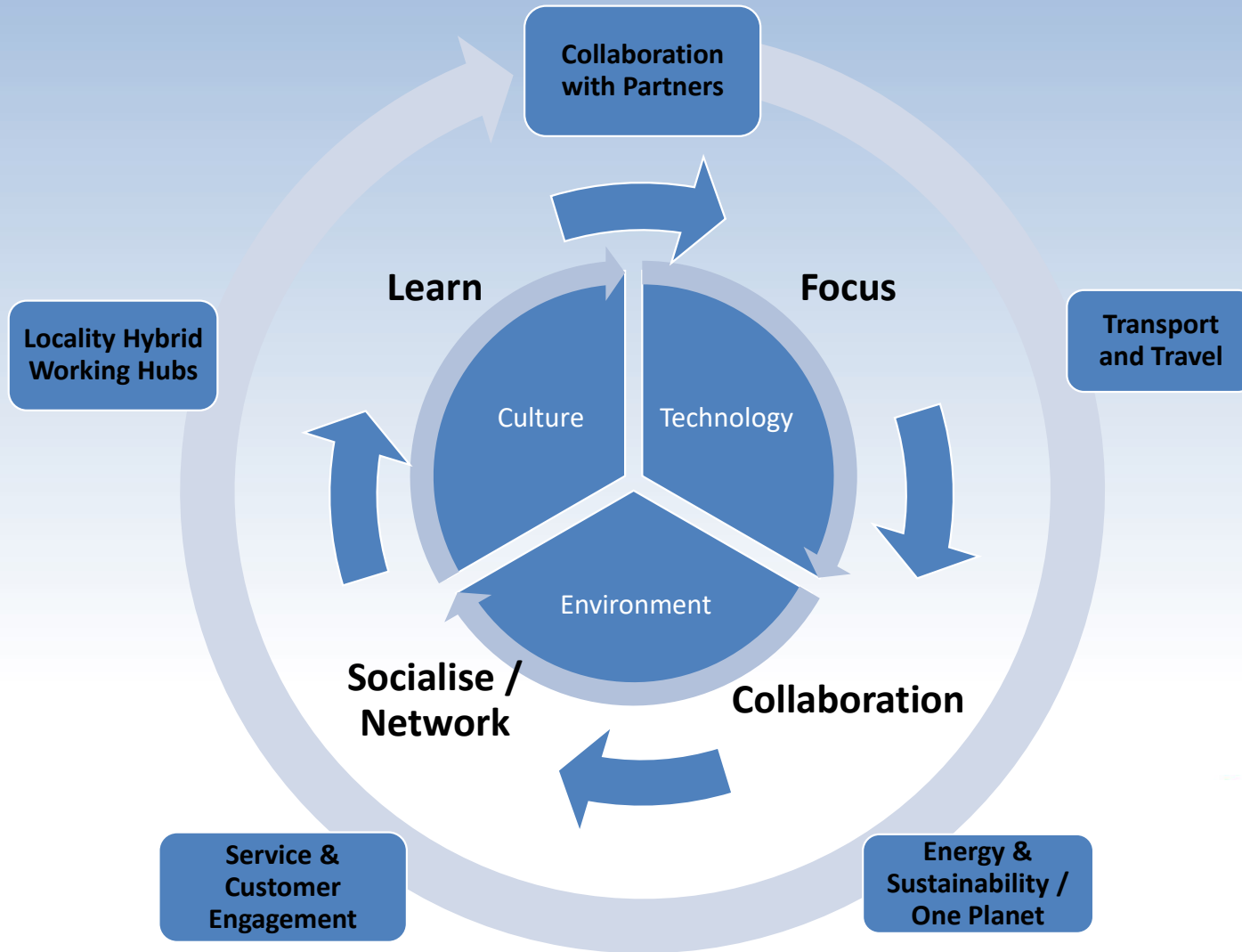
Café style seating



Lounge Seating



## A Future Way of Working for Cardiff





## Car Parking, Travel & Transport

### Car Parking

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

### Travel

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

### Transport

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

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



# Requirements Gathering Approach

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

## Strategic Level

Engage with OMs to understand their high-level accommodation, technological and operational requirements

SMF

## Service Level

Engage with team leads to understand varying needs within the service. Customer facing services to engage with customers

CMF

## Operational Level

Engage with individuals in order to understand their day to day working preferences

Service Led Engagement with links to the project team by Change Champions

Staff Pilot Exercise  
(Housing & Communities)

Staff Survey  
(All Employees)


Focus Group  
Sessions  
(5+ target  
groups)

Service Level  
Change  
management  
Exercise

Operationally led  
Engagement  
Exercise










# Desk Booking System



## Desk Booker - Desk Booking

Select Date, Location and Preferred Desk









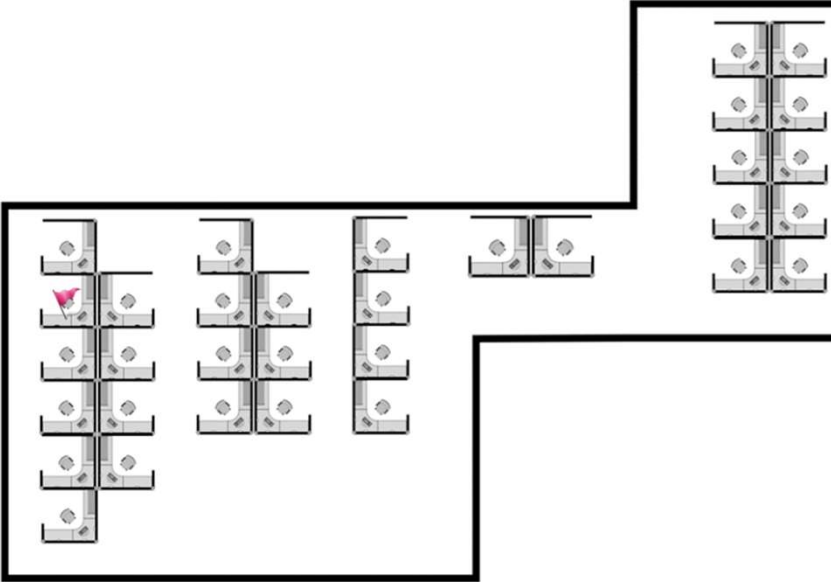
Location

Date

Time ☐ am ☐ pm ☒ all day

Availability ☐ Show administrator controls

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



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



# Desk Booking System

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

Desk Booker - Search

Find people or assets

Find People or Assets

Search option

☐ Person ☒ Asset

Asset Title

enter asset title

Location	Desk	Asset	Action
ICT Room 439/453	Pod 5 - Desk 1	Dual Monitor	<a href="#">view</a>
ICT Room 439/453	Pod 5 - Desk 1	Docking Station	<a href="#">view</a>
ICT Room 439/453	Pod 5 - Desk 1	WheelChair Access	<a href="#">view</a>
ICT Room 439/453	Pod 5 - Desk 2	Dual Monitor	<a href="#">view</a>
ICT Room 439/453	Pod 5 - Desk 2	Docking Station	<a href="#">view</a>
ICT Room 439/453	Pod 5 - Desk 2	WheelChair Access	<a href="#">view</a>
ICT Room 439/453	Pod 5 - Desk 3	Dual Monitor	<a href="#">view</a>
ICT Room 439/453	Pod 5 - Desk 3	Docking Station	<a href="#">view</a>
ICT Room 439/453	Pod 5 - Desk 3	WheelChair Access	<a href="#">view</a>

Desk Booker - Search

Find people or assets

Find People or Assets

Search option

☐ Person ☒ Asset

Asset Title

docking station

Location	Desk	Asset	Action
ICT Room 439/453	Pod 5 - Desk 1	Docking Station	<a href="#">view</a>
ICT Room 439/453	Pod 5 - Desk 2	Docking Station	<a href="#">view</a>
ICT Room 439/453	Pod 5 - Desk 3	Docking Station	<a href="#">view</a>
ICT Room 439/453	Pod 5 - Desk 7	Docking Station	<a href="#">view</a>

Desk Booker - Search

Find people or assets

Find People or Assets

Search option

☐ Person ☒ Asset

Asset Title


wheelchair

Location	Desk	Asset	Action
ICT Room 439/453	Pod 5 - Desk 1	WheelChair Access	<a href="#">view</a>
ICT Room 439/453	Pod 5 - Desk 2	WheelChair Access	<a href="#">view</a>
ICT Room 439/453	Pod 5 - Desk 3	WheelChair Access	<a href="#">view</a>
ICT Room 439/453	Pod 5 - Desk 7	WheelChair Access	<a href="#">view</a>
ICT Room - Test Access	Pod 5	Wheelchair Access	<a href="#">view</a>
test	Desk 1	Wheelchair Access	<a href="#">view</a>












# Desk Booking System



## Desk Booker - Desk Booking

Select Date, Location and Preferred Desk











Location

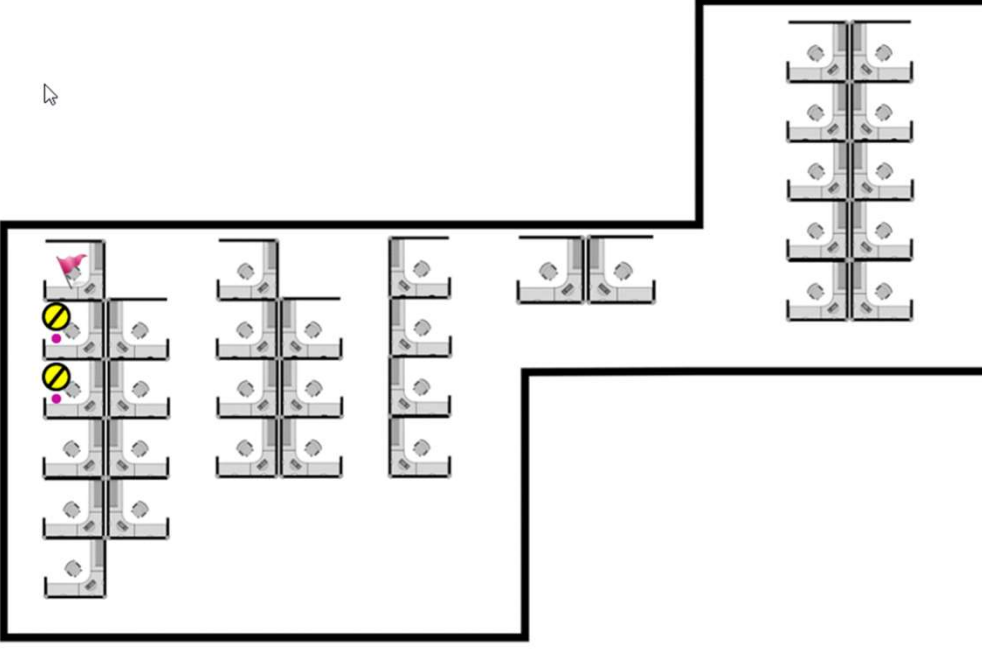
Date

Time ☐ am ☐ pm ☒ all day

Availability ☐ Show administrator controls ☒

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





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



# Journey towards Hybrid Working

JUL -  
SEPT  
21

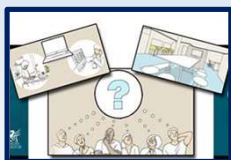
## Pilot Exercise



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

JUL -  
OCT  
21

## Employee Survey



Hybrid Working employee survey results collated, shared and analysed

NOV -  
DEC  
21

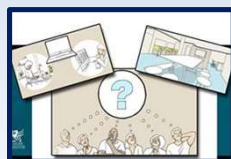
## Change Management Exercise



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

OCT -  
MAY  
22

## Employee Engagement



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

OCT  
21

## Desk booking System



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

JAN  
22

## Touchdown Space



Review possible touchdown points across the city  
Join the Welsh Government pilot for touchdown spaces

JAN -  
MAR  
22

## Courtyard Re-design



Redesign of County Hall Courtyard to reflect activity-based working

MAY  
22

## Business Case



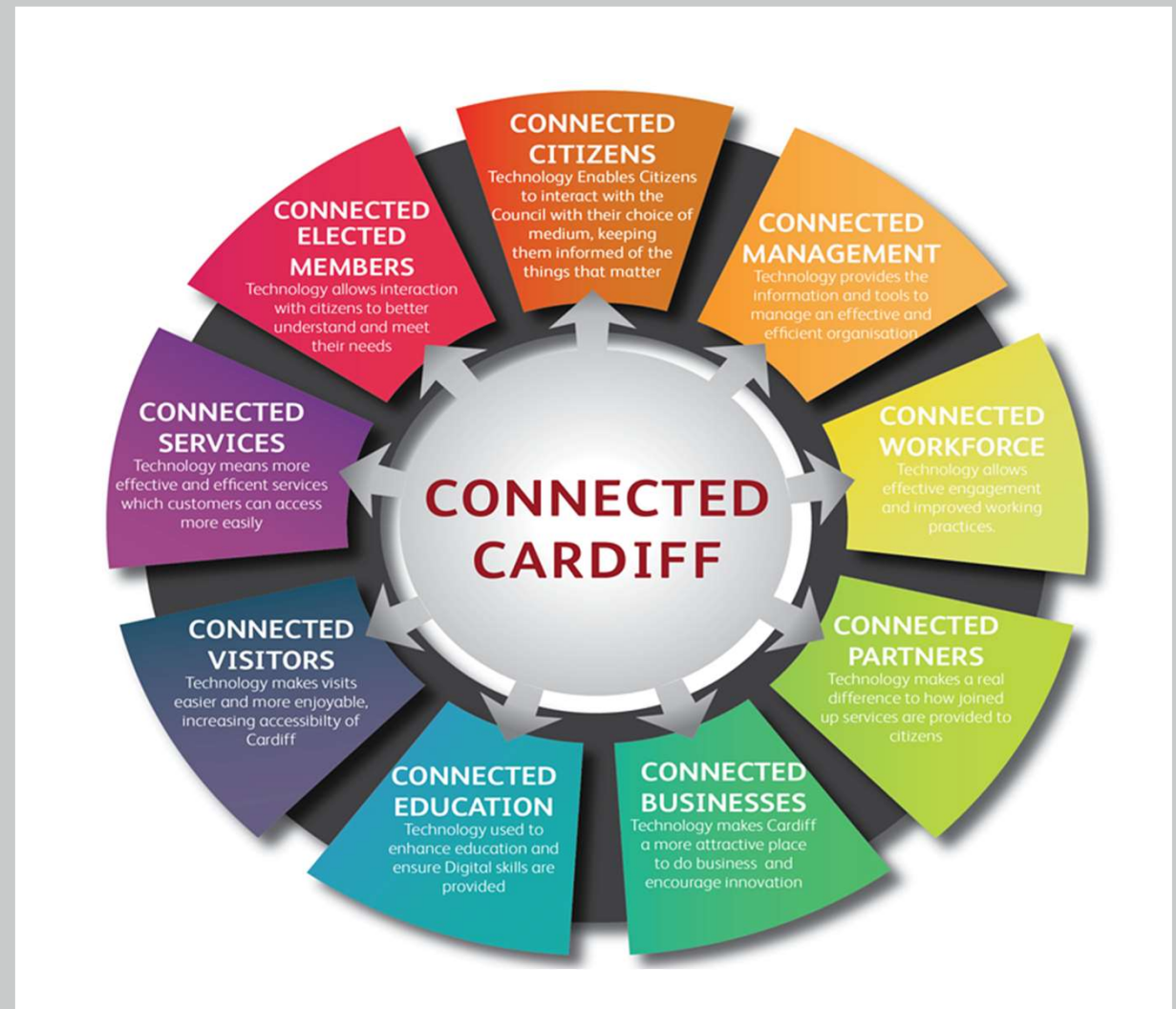
Phased development of a Hybrid Working Business Case in line with Core Office accommodation business case

# Technology



# Key areas Being Actioned

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



# Customers



## Main Contact Channels Available to our Customers

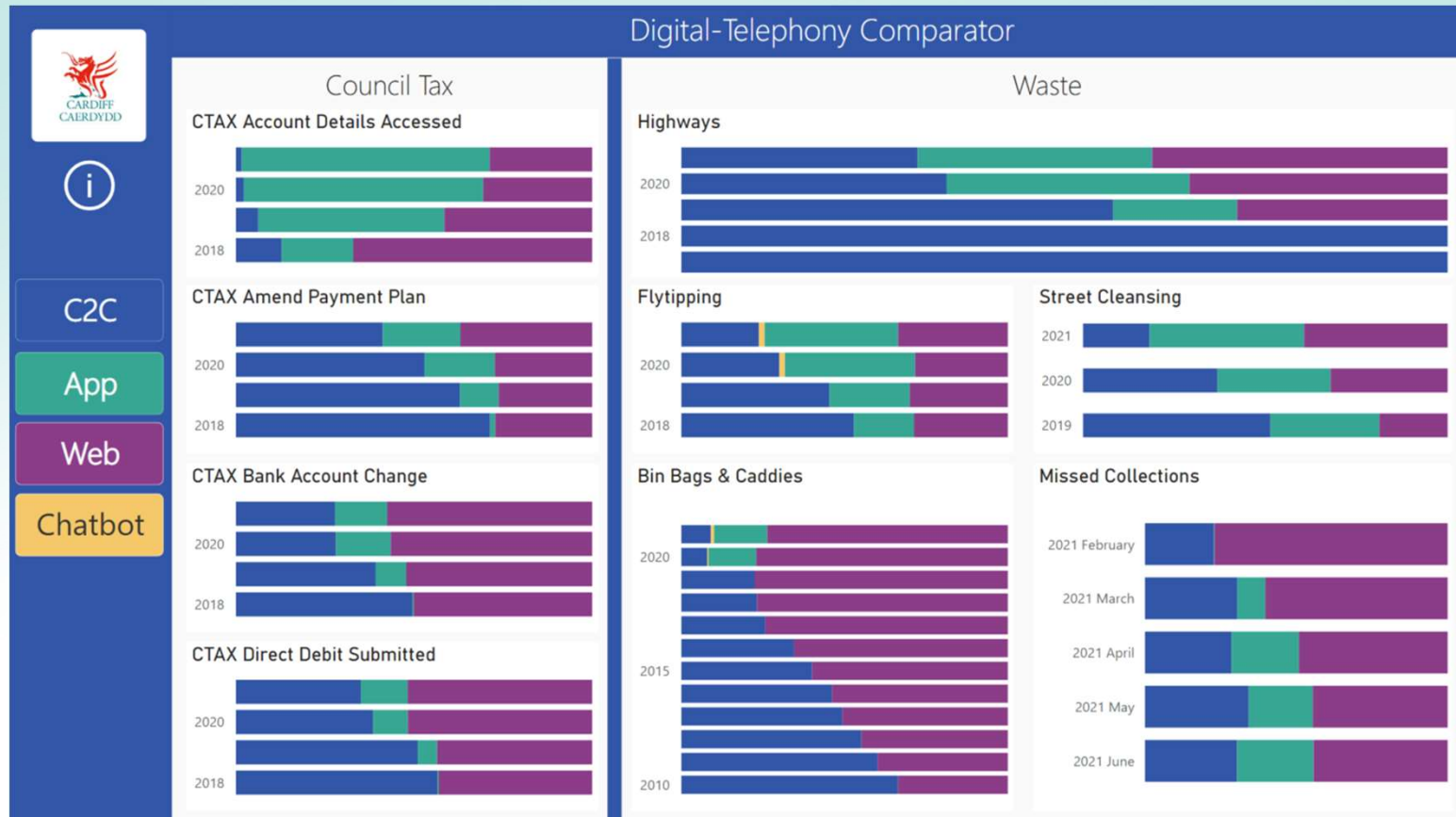


- C2C - Peak in 2015 of **826,815** contacts \* triggering digital shift Reducing down to **652,386** (19/20 – Pre Pandemic) and **531,685** (20/21 During the Pandemic).
- Website – **4.1 Million** sessions in 20/21 (**9.6 Million** page views). Additional 50 sites in the whole portfolio representing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





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



# Summary and Next Steps





# In summary

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

