

Ref	Recommendation	Our consideration & response	Action(s)	Lead Director(s)
1	Maximise the opportunities that are presented to the Council through partnership and convening arrangements.	<p>We are reviewing and revitalising our partnerships in line with We are Walsall 2040 borough plan delivery.</p> <p>We recognise the key role for Cabinet in regional place shaping and influencing West Midlands Combined Authority.</p> <p>Our building community resilience programme is underway and will inform our approach to working/investing in the voluntary and community sector.</p>	<p>We will consult on the We are Walsall 2040 vision through the spring of 2023 and ensure regular engagement, investment in relationships, and clear communications. The final strategy will be published June 2023 and engagement will continue throughout the life of the strategy to 2040.</p> <p>We will strengthen Walsall partnerships locally and regionally throughout 2023 and 2024 and align to We are Walsall 2040 delivery.</p> <p>We will set out our strategic intentions on how the Council will work with and support the voluntary and community sector to ensure there is clarity, consistency and transparency in how we work together.</p>	<p>Director of Public Health, Policy & Strategy and Business Insights</p> <p>Director of Public Health, Policy & Strategy and Business Insights / ED for Economy, Environment and Communities</p> <p>ED for Adult Social Care & Hub / ED for Children & Customer / ED for Economy, Environment and Communities</p>
2	Consider the Council's approach to inclusive growth in delivering the 2022 Economic Strategy and maximising the impact of the "Walsall Pound".	<p>Inclusive growth ambitions will be incorporated in delivery plans for the newly agreed Economic Strategy – including establishing and/or refocusing relevant partnership arrangements</p>	<p>We will further promote our Social Value Policy (2020) to reduce inequalities in line with Our Council Plan – learning from good practice in other areas and partners and building on the good foundations already in place in some Council services.</p> <p>We will re-establish a Walsall economic partnership during 2023, with membership</p>	<p>Director of Public Health, Policy & Strategy and Business Insights / Director of Regeneration & Economy</p>

			and terms of reference aligned to our 2040 vision and place strategies.	Director of Regeneration & Economy
3	Define the content and deliverables that will be included in the “Proud” initiative going forward.	The Proud delivery plan for 2023/24 and beyond will be embedded in our continuous improvement programme for the Council.	We will implement an outcomes-based budget process to inform the next phase of Proud transformation and its deliverables.	Director of Transformation & Digital / Director of Finance, Corporate Landlord and Assurance/ ED Resources
4	There is a framework of Plans and priorities that exist across the Council; however, consideration should be given to their alignment and support staff understanding.	<p>We will continue the engagement of our workforce through the Enabling Communications & Culture workstream of Proud to support strong organisational development and understanding of our plans.</p> <p>The Hub will ensure there is a golden web clearly articulated to staff linking our 2040 ambitions through to individual objectives to support staff to understand their role and connection to the borough plan.</p>	<p>We will implement our culture workplan during 2023, aligned to the Proud workstream Enabling Communications & Culture.</p> <p>We will align Our Council Plan and Values, Proud promises, Key Areas of Focus and 2040 borough plan through staff engagement activities, performance conversations, service planning approaches, strategy and policy development and communications with staff.</p>	<p>Director of HR & OD</p> <p>Director of Public Health, Policy & Strategy and Business Insights / Director of HR & OD</p>
5	Provide a coordinated approach to issues of equality, diversity and inclusion (EDI) to support the workforce to better represent local communities.	A Workforce Equalities Board has been established alongside an existing Corporate Equalities Group to	We will continue with planned Equalities, Diversity and Inclusion work across the organisation to meet workforce objectives, Public Sector Equalities Duty, celebrate and	Director of HR & OD/ Director of Public Health, Policy & Strategy and Business

		<p>strengthen our equality, diversity & inclusion approach.</p> <p>We are appointing a Senior equality, diversity & inclusion advisor to support equality, diversity & inclusion activities within the organisation. This includes strategic advice to the Workforce Equality Board, co-ordinating and developing the Equality Champion Network, promoting activities to celebrate/promote the events.</p> <p>A Coaching for Career Development Programme for underrepresented groups has been developed, the first cohort is currently underway with delegates from Black Asian Minority Ethnic Backgrounds being prioritised.</p> <p>Workforce strategy development is well underway and will be considered by the Enabling Communications and Culture Group.</p>	<p>promote equality, diversity & inclusion through events and community resilience, and reinforce the importance of Equality Impact Assessments in policy development.</p> <p>We will focus future activities such as the Coaching for Career Development programme on underrepresented groups.</p> <p>We will work with West Midlands Employers to deliver a bespoke Allyship programme for senior leaders at Walsall.</p> <p>We will develop and implement our new Workforce Strategy during 2023.</p>	<p>Insights / Director Resilient Communities</p> <p>Director of HR & OD</p> <p>Director of HR & OD</p> <p>Director of HR & OD</p>
6	Review the Council's approach to flexible working in the round and communicate this clearly to staff.	<p>The Customer Focussed Ways of Working have been agreed by Personnel Committee and Cabinet. This sets out the principles of how we work: 'work is what we do not where we do it' and we will work in the best place to meet the</p>	<p>We will carry out engagement and communications activities with staff, to explore workforce issues and ensure consistency of message and management practice across all services.</p>	<p>Director of HR & OD / Director of Communications, Marketing and Brand</p>

		<p>customer need. This enables the Council to recruit from the widest possible pool of talent, support retention of staff, improve customer experience and ensure value for money service delivery.</p> <p>Managing performance and ensuring positive staff mental health and wellbeing in an agile environment can require different skill sets in both leadership and management. Our induction for managers, internal training offers, and connected working offer, are being reviewed and enhanced to include tools kits for managing differently.</p> <p>The Enabling Communications & Culture group is exploring organisational culture and how we work, with focus groups planned for Spring 2023</p>	<p>We are reviewing and enhancing our induction, training and coaching offer to staff to ensure effective management in relation to customer focussed ways of working.</p>	<p>Director of HR & OD</p>
<p>7</p>	<p>Articulate and consider the contribution of Organisational Development to the next stage of the Council's transformation.</p>	<p>We are reviewing how to embed PLATE values beyond Annual Performance Conversations, and how these principles can be demonstrated at all levels, all of the time. This includes trialling different improvement models and our Connected Working offer that</p>	<p>We will continue with planned activities to strengthen the Council's Organisational Development functions and align to our transformation plans.</p> <p>We are currently developing workshops to embed our PLATE values so that they are meaningful in day-to-day behaviours.</p>	<p>Director of HR & OD</p>

		<p>coaches staff to embed positive behaviours.</p> <p>The Organisation Development Strategy and the Workforce Strategy will be launched in early April 2023. These will support our ambition in respect of talent management and succession planning; developing our workforce through leadership programs, future leaders' programs, graduate development programs and apprenticeships.</p>		
8	<p>Maintain effective financial control and establish a sustainable and resilient financial future post-COVID.</p>	<p>Financial controls were noted to be very strong – with Audit Committee an exemplar. We will continue working towards ensuring a sustainable budget and maintaining reserves to assure future resilience.</p> <p>Additional government funding was made available to Local Authorities in relation to Covid-19. The LGA recommend that all Councils consider the implications that the end of this funding will have on budget-setting going forward. This is something we have already factored into our current balanced budget and our future processes.</p>	<p>We will maintain effective financial control and continue working towards implementing an outcome-based budgeting approach for 2024/25 budget, building on capacity and capability from the Hub (Policy & Strategy, Business Insights and Commissioning).</p> <p>We will consider continuity planning in Audit Committee – ensuring it remains an exemplar.</p>	<p>Director of Finance, Corporate Landlord and Assurance</p> <p>Director of Finance, Corporate Landlord and Assurance</p>

9	Consider the Management Responsibilities of Senior Officers at the Council.	Peer team noted this was a model they were unfamiliar with. However, the report overall was very positive so the senior management structure as it stands has supported the delivery of positive outcomes for the organisation. Challenges will be addressed as a matter of course with any staff changes at senior level.	We will continue to consider Management responsibilities and succession planning as part of our new Workforce strategy implementation.	Chief Executive / Director of HR & OD
10	Consider the knowledge transfer required from the Council's strategic partner to support the newly established Corporate Hub.	Built into the partnership agreement with PwC were the transfer of skills and approaches to maximise the value. This knowledge transfer was crucial to the thinking from the outset and built into the contract with PwC.	We will continue the knowledge transfer processes that are underway across the Council and develop the existing prioritisation processes and workplans that are in place for the Hub.	ED for Adult Social Care & Hub / Director of Transformation & Digital
11	Ensure that internal processes are proportionate and consistently applied	<p>We have already undertaken a review of internal processes and will continue to streamline and simplify these to free up capacity. Work is already underway or planned aligned to Proud transformation workstreams.</p> <p>We are currently reviewing the channels for officer/member communications and issue resolution to ensure consistency of our approach.</p>	<p>We will continue work aligned to Proud workstreams and conduct an officer governance review in Spring/Summer 2023</p> <p>We are developing and implementing tools to support governance processes and further strengthen officer Member communications.</p>	<p>Director of Transformation & Digital</p> <p>Director of Governance & Monitoring Officer / Director of Customer Engagement</p>