

## **Briefing note**

**Cabinet/Corporate Management Team – 16 Nov 22**

**Title: Customer focused ways of working – reflections a year on**

**Service area: All**

**Portfolio: All**

### **1. Purpose**

- 1.1 The purpose of this briefing note is to reflect and update Cabinet/CMT on our Council wide customer focused ways of working – we must now learn and evolve our customer focused ways of working driven by the pandemic, utilising lessons learned and feedback from our customers, members and employees. This report details progress against the June 2021 action plan, proposes amended blended working principles and next steps for our residents, members and employees taking into account the current context with which we operate within.

### **2. Aim**

- 2.1 This briefing note summarises our progress against the resetting through Proud plan agreed by Cabinet in June 2021 and next steps including updating the Council's customer focused ways of working principles. The Council is no longer operating under any day-to-day restrictions driven by the pandemic. The Council is keen to ensure that all the learning and development from the last 2.5 years is not lost and that we build on what we have learnt to be successful. The Council must continue to adapt our customer focused ways of working so we are fit for the future, efficient and an attractive employer to an increasingly, limited talent pool.
- 2.2 The Council faced the challenges of the pandemic and changed it's way of working to safely comply with all Covid-19 regulations. Covid-19 was a catalyst for change - but was not the sole reason for change; it enabled remote and technologically facilitated customer focused ways of working to be accelerated and benefits achieved more seamlessly than would otherwise have been possible. The Council is choosing this moment to reflect on the lessons learned during this period, look towards the future and ensure we continue to deliver on our council plan and corporate outcomes in an efficient, effective and equitable manner.
- 2.3 This briefing note proposes changes to the Council's ways of working principles – to be taken to Personnel committee for approval.

### 3. Know

#### ***Background/context***

- 3.1 Our customer focused ways of working were agreed by Personnel Committee In April 2021. These are outlined below:
- Adopt a policy of “Work is what you do not where you do it”;
  - Enable staff to work from home unless there is a specific purpose to be in a building or in the community, i.e. there is “presence with a purpose”;
  - Comply with public health and Government guidelines.
  - Make better use of smaller community-based buildings to support our most vulnerable customers.
  - Offer a wider range of digital self-serve tools via the Council’s website and Intranet.
  - Work with partners to help ensure that our most vulnerable and digitally excluded residents can access the information and support they need close to home.
- 3.2 The actions required to deliver the customer focused ways of working were agreed by Cabinet in June 2021 (Resetting Through Proud report). The key themes are listed below alongside reflections of our progress and operation in practice. Taking reflections into account, next steps per key theme are outlined below and fully outlined in appendix A.

#### **Allow the public to access services in a safe way and listening to our customers;**

##### Reflections:

- 3.3 The Council allows the public and members to access services in a safe way regardless of where our teams are working. This has been successfully implemented through leveraging technology, focussing on managing by outcomes and listening to customer feedback.
- 3.4 The Council reviewed it’s provision for face to face contact and has responded to the resident’s survey in 2021, where it was highlighted that vulnerable and elderly residents would overwhelmingly prefer to access advice and digital support in locations closer to their own homes, to keep travelling time and transport costs down. Since this, the Council has launched the “Walsall Connected” project alongside trusted partners to help residents access and navigate council services locally and build resilience within the community. The Customer Strategy (approved in Dec 2021) and supported through delivery of the Customer Access & Management workstream has enabled the public to access services through our website and digital channels.
- 3.5 The council has remained accessible to members and will continue to improve our customer focused ways of working with members. Currently 90% (Apr 22 to date) of member enquiries are handled within the timescales agreed – The Council will further improve on this through streamlining the process and utilising technology to ensure all members receive the same level of service.

The Council has introduced “meet the team” events where members can directly access key officers at arranged face to face sessions with teams in the Civic, Council House and Depot. The Council will review these events, consulting with members and taking into account their feedback to reflect on learning about the frequency, format and content of these “meet the team” events.

Next steps:

- 3.6 The Council will continuously seek feedback from customers and members and review our approach accordingly, ensuring the customer strategy is adhered to. All actions within the original reset plan (Appendix A) have been completed.

### **Listening to our people and keeping our people safe in the office**

Reflections:

- 3.7 The Council utilised data effectively to inform policy and working practices – a combination of employee surveys and measures such as sickness, grievances and productivity were used to ensure that the Council’s customer focused ways of working were fit for purpose. The Council responded effectively to public health data and ensured our sites were compliant to guidelines issued.

Next steps:

- 3.8 The Council continues to review all data/insight and take advice from public health, reviewing HR and other relevant policies in line with guidance issued. The Council estate plans will continue to focus on safe spaces to work within and remaining open actions are outlined in Appendix A - section B1 and B2.

### **Making sure our buildings are fit for purpose for blended working**

Reflections:

- 3.9 Since 2020, the Council has reviewed and adapted it’s estate – technology has been implemented to allow for hybrid meetings to take place (where some people attend in person while others attend remotely) and for teams to book workspaces. Attendance at the Civic has been increasing in line with our original blended working principles of “presence with a purpose.” An online booking system is in place to allow for workspaces to be booked to suit operational needs. Teams are coming in for strategic meetings, supervisions, training as per the Council’s commitment to support our ongoing new customer focused ways of working and to continue to encourage activity based working. The estates team have started to trial new formats and furniture in the civic centre to deliver an updated workspace that more accurately reflects the working needs of hybrid users. These facilities will allow and support a workspace culture where officers make use of a variety of locations and

technological tools to help them deliver their job roles; to suit both themselves, customers and the council, that work well, feel good and are cost efficient.

- 3.10 Alongside an increase in employee engagement and customer satisfaction – continuing our customer focused ways of working will also support the attraction and retention of a workforce that are increasingly seeking an adaptable and agile working culture and environment. The workforce of the future is expecting a modern, thoughtful organisation that will have both flexible working patterns and facilities that support this.
- 3.11 The impact of activity based working has also had a positive impact on easing traffic and congestion in Walsall at prime times – the decrease in travel time allows our teams to focus on outcomes and increasing productivity.

Next steps:

- 3.12 There are open actions on the reset plan outlined in Appendix A - The council will continue to support teams to work in a blended way whilst delivering on our council plan. Feedback will be sought for the areas within the Civic centre where trials are taking place and directly feed into the next steps of estate plans. As part of the wider estates strategy, reviews are ongoing around the Council assets and best use of these facilities to support our communities and partners. Storage needs will also be closely monitored and further explored which will result in a more efficient way of working (with less paper), reduced costs of storage and better use of the council's estate space.

**Keeping our people safe at home and on the front line;**

Reflections:

- 3.13 The Council responded rapidly to changing guidelines and ensured these were communicated effectively to all team members and the public.

Next steps:

- 3.14 The Council will continue to engage with its staff and members of the public ensuring that safety remains a priority regardless of workplace through appropriate assessments such as DSEs and consideration for lone workers. There remains an open action on reviewing our HR policies to ensure they support and comply with our customer focused ways of working (further detail in Appendix A).

**Allowing our managers to manage;**

Reflections:

- 3.15 The Council has remained committed to delivering on its Council plan and key outcomes. Blended working has not impacted delivery of these key objectives and Proud promises. The role of a manager is increasingly critical in ensuring that both team and individual performance is managed effectively. The Council's policies and procedures are being updated as per the progress

outlined in Appendix A. The council needs to support managers with the appropriate business insight data and processes to ensure visibility of workloads, check ins, and productivity is easily accessible.

Next steps:

- 3.16 Working in a hybrid environment relies on our managers to motivate, manage and trust our employees. The use of data will continue to become increasingly important as we evolve our customer focused ways of working – key performance indicators such as utilisation, productivity, compliments and complaints will be critical in measuring and managing performance going forwards. These measures will be used in annual performance conversations and for feedback during team huddles/check ins.
- 3.17 Managers continue to play a critical role in individual development and staff retention - the Council will be launching it's organisational development and workforce strategies which will include information on ensuring equitable opportunities for all, and encourage schemes such as reverse mentoring and opportunities for junior staff to shadow senior members of the team This will ensure that all staff will continue to be offered opportunities to develop regardless of where they are working. Training and communication remain critical areas in ensuring the success of teams and ensuring employees remain engaged with delivering on the Council plan. Managers will be enabled through Connected Working to improve their management skills via a series of training sessions and accompanying coaching that encourages and better enables managers to embed the learning and develop a high performing team. Hybrid and remote teams need leadership and require shorter, more frequent check ins to maintain morale, check wellbeing, help resolve issues and keep objectives paramount and on track. This is true for both team meetings and individual one-to-one meetings. As a result of this new way of working, previously used people management processes may need adjustment to ensure their effectiveness.

**Allowing our teams to thrive and collaborate, Ensuring our teams are engaged, Talent Management and Culture;**

Reflections:

- 3.18 In the employee survey undertaken in Oct/Nov 2021 – key findings indicate an increase in employee engagement from 2017 (From 58% to 61%), our customer focused ways of working have had a positive impact on both the customer (outlined in section 4.3 to 4.7) and the employee experience and we must continue to increase these levels to attract and retain the best talent in the workforce.
- 3.19 Our customer focused ways of working mean that we are able to attract and retain talent nationwide to our vacancies. This has helped us to fill vacancies with the best candidates where previously we were limited by geography as a primary factor when recruiting. Continuing the progress outlined in Appendix A - The Council strives to become an employer of choice. Our customer focused

ways of working are critical in ensuring we attract, motivate and retain the best talent.

- 3.20 The use of technology has allowed our teams to collaborate on site, remotely and in hybrid ways, where needed, ensuring that we remain accessible. This means that employees can take advantage of the time saved in travel (to site, to regional meetings, between sites) and use that time in a more effective way. The technology and systems implemented mean that our teams continue to serve the residents and members of the borough regardless of physical location.

Next steps:

- 3.21 As part of the Enabling Communication and Culture workstream – The Council has open actions (Appendix A – Section B5 – B8 inclusive) around ensuring that we have clearly defined our target culture (taking into account employee feedback and data) and working towards becoming an employer of choice and destination to work. The Council needs to strengthen our offer to managers on working in a blended way and ensure that all staff (regardless of their seniority) are offered opportunities to develop in an equitable way. As part of our ongoing HR and Organisational offer – The council will continue to update its policies regularly and undertake a full EQIA around working practices to ensure that teams are working and developing in an equitable way.

***Council Plan Priorities***

- 3.22 The Council Plan priorities continue to be delivered working within a blended environment and remain a primary focus for all officers.

***Risk Management***

- 3.23 There have been many positives with our customer focused ways of working but as with all change activity, we must acknowledge and mitigate potential risks. Key risks identified alongside mitigations are outlined below in table 1.

Table 1

Key Risks	Mitigations
Communication and Engagement	<ul style="list-style-type: none"><li>Ensuring that data is available to show number of customer compliments, complaints, queries handled, member queries answered etc.</li></ul>

	<ul style="list-style-type: none"> <li>• Communicate our delivery effectively through existing channels</li> <li>• Standards are in place around cameras and backgrounds when presenting online to external bodies and members</li> <li>• Continuously improve where we fail to meet our SLAs or targets, analysing the lessons learned and incorporating these into our processes</li> </ul>
Equalities and Inclusion	<ul style="list-style-type: none"> <li>• Full EQIA's are to be completed for all HR/OD policies (by policy owners) to ensure that working practices and policies are designed in a fair way</li> </ul>
Performance Management	<ul style="list-style-type: none"> <li>• Providing managers with training on managing in a blended way</li> <li>• Providing teams and managers with clear data and KPIs – setting expectations of delivery and monitoring these</li> <li>• Using existing HR policies and practices to support staff to perform and manage where this may not be possible</li> <li>• Connecting learning with performance, empowers employees to lead their own development</li> </ul>
Welfare	<ul style="list-style-type: none"> <li>• Ensuring check ins are completed</li> <li>• Ensuring that staff are aware that presence with a purpose includes for welfare reasons, collaboration and team building</li> <li>• Ensuring managers are completing APCs and checking in with their teams – individually and as a group</li> </ul>

### ***Financial Implications***

3.24 There are no direct financial implications arising from this report – any financial implications or savings related to the estate and investments required will be presented as separate business cases to the appropriate governing committee.

### ***Legal Implications***

- 3.25 The Council remains compliant with its legal duties and there are no direct legal implications arising from this report or amended blended working principles.

### ***Procurement Implications/Social Value***

- 3.26 There are no direct procurement implications arising as a result of this report or amended blended working principles – any resulting procurement will be subject to appropriate procedures to ensure compliance.

### ***Property Implications***

- 3.27 The Property implications are fully outlined in Appendix A and detailed in paragraph 3.9 and 3.11.

### ***Health and Wellbeing Implications***

- 3.28 Health and Wellbeing implications will be considered through a full EQIA and consideration given in the amendments to agile working policies.

### ***Staffing Implications***

- 3.29 There are no new staffing implications as a direct impact of this report – the amended principles will be communicated to all employees and full implications considered in the amended HR policies.

### ***Reducing Inequalities***

- 3.30 A full EQiA will be considered as part of the amended HR policies.

### ***Climate Change***

- 3.31 The reduction in congestion due to teams travelling in at staggered times is having a positive impact on congestion at peak time in the borough. This will continue to be measured and reported on through the appropriate climate change taskforce.

### ***Consultation***



3.32 There is no direct consultation impact arising from this report – as part of the action plan, where a need arises for a consultation, the Council will ensure this is meaningful and fair and adheres to all policies and procedures.

## **5. Decide**

5.1 The Council should amend its customer focused ways of working principles to reflect all the progress, learning and next steps outlined in this report. The Council has moved on from “presence with a purpose” and is continuing to deliver on its Council plan whilst operating in an outputs based working way ensuring delivery of the Council Plan outcomes. Customer related principles are reflected in the Council’s customer strategy.

Therefore, it is recommended that the “presence with a purpose” approach is removed and the customer focused ways of working principles be amended, via Personnel committee on 5 December 2022, taking into account the below:

- Reconfirm policy of “Work is what you do not where you do it” – outputs based working based on business need and delivery of the Council Plan outcomes
- Managers must continue to manage within a hybrid way setting clear objectives through APCs, regular performance delivery i.e. 121s and huddles - utilising training, management information and face to face meetings
- Staff will work flexibly based on operational needs and remain focussed on delivering on the Council plan and outcomes

## **6. Respond**

6.1 The next steps outlined in Appendix A will continue to be progressed and monitored through DMT and CMT. Key items are listed below:

- Refreshing and communicating with SMG and the wider Council our principles and customer focused ways of working
- Continuing to refresh our offices to reflect output based working
- New member enquiry process
- Refreshing the “meet the team” events with members – taking into account member feedback
- Meetings - Appropriate visibility and presence – managers will be reviewing those meetings which will happen in person versus those which will be happening remotely for example APCs, strategic team meetings, training & development, workshops
- Refreshed training for managers on how to manage in a hybrid way – minimum levels of check ins, including face to face, performance management, refreshed policies
- Refreshed policies around customer focused ways of working focusing on outcomes

6.2 The refreshed customer focused ways of working principles and the reflections in this briefing note will be taken forward to Personnel committee.

## 7. Review

7.1 The council is facing similar sector wide challenges as all local government - with an aging workforce and an increasingly competitive labour market - the Council's customer focused ways of working are critical to creating a modern, thoughtful workplace that attracts, retains and motivates it's employees to ensure we deliver on our Council plan and key outcomes. To do this, we remain committed to our customer focused ways of working and delivering on our reset plans whilst taking into account feedback from customers, members and our employees.

### Appendices

Appendix Item A – Resetting through Proud action plan

### Background papers

25 March 2021 – Blended Working – CMT report

16 June 2021 – Resetting the Council Through Proud – Cabinet report

9 Feb 2022 – Customer Focused Customer focused ways of working Update – Cabinet report

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Signed

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16 Nov 2022

Signed

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16 Nov 2022



**Appendix Item A – Resetting Through Proud Plan (extracted from June 21 – Resetting Through Proud Cabinet report)**

Theme	Action or measure	Owner	Timeline Short (By September 21) Medium (September – Feb 22) Long (Feb 22 Onwards)	Progress to date
<b>Strategy and Principles</b>				
Consider the implications of reset on the council's Corporate Planning	Update the Corporate Plan 2022-2025 in light of reset and blended working principles.	Director of Public Health	Medium (Sept 21 – Feb 22)	<b>Completed</b> – the Council Plan outlines the ways of working and the outward nature of the Council to attract a range of skilled employees..
Consider the implications of reset on the council's budget and financial strategy.	Review council expenditure and consider how this spending enables us to deliver the agreed council outcomes and whether there is a better way to achieve these outcomes.	Director of Finance with input from Director of Public Health	Medium (Sept 21 – Feb 22)	<b>Completed</b> - Covid and reset expenditure was reviewed during 2021/22 as part of budget monitoring and the outturn position.  Ongoing implications were discussed and agreed as part of the 2022/23 Budget Setting process in Feb 2022. This has continued as part of the 2023/24 Budget Setting process underway.
<b>Section A - Improve outcomes and customer experience</b>				
	Review and propose options on First Stop Shop and how customers will access council services.	Director of Customer Engagement	Medium (Sept 21 – Feb 22)	Completed
	Review and propose options on libraries and how customers will access Council services.	Director of Place and Environment	Medium (Sept 21 – Feb 22)	Completed

A1 - Allowing the public to access services in a safe way.	Review and propose options on leisure centres and how customers will access council services.	Director of Place and Environment	Medium (Sept 21 – Feb 22)	Completed
	Review implications of blended working on the requirements to be able to contact staff. Ensure telephony services are fit for purpose and have robust business continuity plans and disaster recovery processes.	Director of Digital and Transformation and Director of Customer Engagement	Short (By September 21)	Completed
	Review implications of blended working for Customer Access and Management programme – ensuring customer feedback is sought and input into plans for reset and the service overall.	Director of Customer Engagement	Short (By September 21)	Completed
	Review implications on stakeholders through completion of an EQIA	Director of Customer Engagement	Short (By September 21)	Completed
A2 - Listening to our customers	As part of the Proud Promises, regularly review feedback from customer surveys – ensuring this input is used to define our customer service vision and services.	Director of Customer Engagement	Short (By September 21)	Completed
<b>Section B – Improve employee satisfaction and engagement.</b>				
B1 – Listening to our people.	Reviewing the results of employee surveys – ensuring this input is used to define our reset approach and blended working principles.	Director of People, OD, and Admin	Short (By September 21)	Completed
	Review management information such as sickness rates to ensure we understand the impact of working from home on productivity and welfare.	Director of People, OD, and Admin	Short (By September 21)	Completed
	Present plan to become an “Employer of Choice” whilst working in a blended way –	Director of People, OD, and Admin	Medium Term (Sept 21 – Feb 22)	In Progress - This is being picked up through the work with ECC and will

	Link to Proud ways of working (Enabling Communication and Culture)			be linked to the Workforce Strategy – due May 2023.
B2 - Keeping our people safe in the office.	Review and propose testing approach and whether there are any considerations that need to be taken into account for blended working and reset.	Director of Public Health	Short (By September 21)	Completed - Testing has adapted with national guidance and been offered as appropriate
	Review social distancing measures and whether there are any considerations that need to be taken into account for blended working and reset.	Director of Public Health	Short (By September 21)	Completed - Social distancing guidance has evolved inline with national guidance
	Engage with managers to ensure requirements to fulfil the principles of blended working are facilitated using Connected Working coaching capacity	Director of People, OD and Admin	Short (By September 21)	Completed – connected working service now fully operational and delivering BAU
	Define ongoing procedure for any member of staff who tests positive for Covid-19 when on site or off site and any implications of isolation/quarantining after employees take holiday.	Director of Public Health	Short (By September 21)	Completed - Guidance for employee's is in line with national guidance
B3 – Making sure our buildings are fit for purpose for blended working.	Commissioning a scope of work with a contractor/partner to understand how blended working works in practice and exploring all the considerations and possible impacts across the estate.	Director of Finance and Corporate Landlord/Head of Corporate Landlord	Medium Term (Sept 21 – Feb 22)	In Progress – stage 1 complete - Faithful and Gould were commissioned to support this activity. Service requirements pre and during Covid were captured through workshops and staff surveys to provide a potential delivery plan to accommodate ongoing and future needs of the council through our corporate estate and aligned to our Strategic Asset Plan Implementation. The final design has been worked up in-house to reduce costs and is

				included in the capital pipeline for the 2023/24 capital programme
Estates Strategy – consider the buildings to potentially close and explore the potential to use the Civic Centre as an alternative base for displaced teams, albeit in an agile way Review WMBC staff in partner buildings and consider the cost implications of contributory payments/ agreements when we have space available. Consider which teams may be more suited to working from satellite sites.	Director of Finance and Corporate Landlord/Head of Corporate Landlord	Medium Term (Sept 21 – Feb 22)		In Progress - Linked to above and underway. Estate being rationalised around service/customer requirements and core buildings being invested in to make fit for purpose releasing several assets for re-purposing, development or disposal in line with the Strategic Asset Plan
Stakeholders - consider our partners - CAB / One Walsall / NHS/ Police Undertake a scenario planning workshops with key stakeholders to develop future office scenarios. Ensure approach considers staff survey outcome.	Director of Finance and Corporate Landlord/Head of Corporate Landlord	Short (By September 21)		In Progress - Worked with our partners and stakeholders throughout the period to provide accommodation when required and longer term One Public Estate plans underway as part of the overall changes to the estate with agreements with key partners being finalised
Children’s Services locality working arrangements – pilot blended working arrangements in the West locality building and use learning to agree approach and roll out across other 3 localities. Service User Engagement Space – identify 2 alternative locations for Children’s Services following termination of lease agreements.	Directors of Children’s Services Director – Finance and Corporate Landlord/Head of Corporate Landlord	Short (By September 21) Medium Term (S Sept 21 – Feb 22)		In Progress - Two of the four localities are now operational, although There are IT network capacity issues at South Locality which are being monitored. The blended working principles are being adopted successfully by services functioning under the locality model

	<p>Review implications of any Income generation targets and allowing services the space to do business.</p> <p>Review implications across the estate of CAB and One Walsall</p> <p>Review allocation of space to Registrars</p> <p>Review the purpose of the Council House space – potential to explore a corporate space we can do our business from</p>			<p>Service user engagement space has been identified within civic centre complex and supports the relocation of teams from leased buildings and to within the corporate estate, tied in with draft plans to relocate Registrars into ‘fit for purpose’ space on the ground floor of the civic centre.</p> <p>Income generation options for surplus accommodation space within the civic centre are being considered, particularly for partner agencies and ‘One Public Estate’ agenda.</p> <p>Space within the Council House is under review with a view to increasing meeting space as opposed to office accommodation, which will be more suited to meetings with members of the public, contractors, interviewees, and partner agencies</p>
	<p>Review Impact of blended working on support services across the estate - site usage including opening times- impact on support services (cleaners/ security/ curators/porters) printing supplies/ waste management/ refreshments/ bistro.</p>	<p>Director of Finance and Corporate Landlord/Head of Corporate Landlord</p>	<p>Short (By September 21)</p>	<p>In Progress - These blended working impacts have been managed accordingly during 2021/22 onwards through the Ways of Working Group and service requirements. The more permanent impacts of this are part</p>



	Cleaning of rooms and collaboration spaces following use.			of the overall SAP Implementation and restructuring of these services will be complete in 2023
	<p>Building and fabric planned improvement schemes.</p> <p>Heating and ventilation replacement scheme – £70k design element of the scheme has already been invested- complete change may be needed and further funding for additional scheme design.</p> <p>Replacement fire alarm system required.</p> <p>Access control improvements due to ‘end of life components and support</p>	<p>Director –of Finance and Corporate Landlord/Head of Corporate Landlord</p>	Medium Term (Sept 21 – Feb 22)	<p>In Progress - The works undertaken across the estate and the pilot collaboration space have been undertaken as per agreed capital programme schemes and CMT approvals. The overall building works across the Civic Centre and Council House have been included in a Midlands Energy Hub bid to support the significant Heating, Ventilation and Air Con (HVAC) costs for Air source heat pumps of upto £3.67m towards our overall cost. Following this the overall HVAC and re-design works across the Civic Centre and Council House will take place and plans are also being finalised for our other satellite sites in respect of improvements and new collaboration space requirements.</p>
	Storage – proposals for clearing existing stored items across the estate and providing the ‘right kind’ of storage for services requiring physical resources.	<p>Director of Finance and Corporate Landlord/Head of Corporate Landlord</p>	Short (By September 21)	<p>In Progress - This has been worked on as needed with individual teams and council wide and is factored into the overall designs and in conjunction with the Information Governance and Documents Mgt project also underway</p>
	Business improvement - consider a phased approach to the project to identify who and how many services need to be in the	<p>Director of Finance and Corporate</p>	Short (By September 21)	<p>Completed - This was conducted as part of the service requirements at the start of the Ways of Working</p>

	building imminently and which teams will work towards digitalisation /paper free processes with a view to agile working across the estate.	Landlord/Head of Corporate Landlord		discussions to accommodate service needs onsite and implement processes to reduce the need for a permanent location. This has been expanded upon and fully integrated with the implementation plans and final design of the Civic and corporate estate
	Building safety - with blended approach, consider and review how we cover fire regulations (escape, marshalling, capacity monitoring) and First Aid needs across the estate.	Director of Finance and Corporate Landlord/Head of Corporate Landlord	Short (By September 21)	In Progress - Services with allocated space are being asked to provide first aiders and fire marshalls from within their teams. There is potential for this safety element to be picked up and specified as an option on the procurement of a suitable desk booking system which captures and identifies the location of trained staff.
	Benchmarking - review what colleagues in other organizations/sectors are reporting and what we can we learn from them. Ensuring we have options for how we will measure success across the estate.	Director of Finance and Corporate Landlord/Head of Corporate Landlord	Short (By September 21)	Completed - Faithful & Gould covered some of this in their review and we discussed with other authorities their plans moving forward. Newly agreed KPI's are in place for the whole Corporate Landlord function for 2022/23 and we'll assess our performance with others where possible in a year end review
	Room and desk booking systems – ensure options for systems to measure utilisation, options for which tools/systems we will use and considerations for prioritisation	Director of Finance and Corporate Landlord/Head of Corporate Landlord –	Short (By September 21)	Completed - Corporate Landlord and DaTS worked together to ensure a solution was available for room and desk booking during the period which was used and

	(taking into account the democratic calendar etc) across the estate.	Director of Digital and Transformation		managed as needed and this has evolved and is part of the new access management system underway at present
	Members, Corporate Management Team, Executive Directors / Directors – review and evaluate to ensure the suitability is fit for purpose accommodation to be in line with blended working principles and the latest Covid-19 guidance.	Director of Finance and Corporate Landlord/Head of Corporate Landlord	Short (By September 21)	Completed - Desk spaces and areas were suitably changed around Covid guidance and DaTS supported the technology changes to create the space requirements and hand sanitisers were placed in key locations, masks required to be worn and amendments in line with Covid 19 guidance
	Parking – review arrangements and potential booking system for parking across the estate in line with blended working approach	Director of Place and Environment	Short (By September 21)	Completed for interim arrangements – in progress for longer term solution
	General Workplace Environment- Need to follow the Governments guidance notes and good practice in terms of post Covid-19 preparations across all sites and working environments.  Branding/Décor in offices– encourage collaboration, promote Walsall Council values and objectives across the estate – Liaise with Comms, Marketing and Brand	Director of Finance and Corporate Landlord/Head of Corporate Landlord	Medium Term (Sept 21 – Feb 22)	Completed - Changes were implemented as Covid 19 guidance evolved and the Ways of Working group considered overall changes from all angles and updates went through CMT accordingly before implementation of changes  Branding in and out the building have been updated in this respect and more recently for Walsall Connected
	Review and amend HR policies in line with blended working arrangements i.e., flexi	Director of People, OD, and Admin	Short Term (By Sept 21)	In progress – Flexi Time – completed

B2 – Keeping our people safe at home.	time, agile working and define the extent of manager discretion whilst ensuring fair treatment.			Ways of Working Policy extended to tie in with F&G work – drafts being prepared for consultation.
	Consideration of those staff who do not have an adequate space or environment to work within	Director of People, OD, and Admin	Short Term (By Sept 21)	Completed
B3 – Keeping our front-line people safe.	If social distancing remains in place – consideration for adjustments for the workplace for front line workers, social workers and those not regularly office/home based.	Director Public Health	Short Term (By Sept 21)	Completed - Guidance has adapted inline with national guidance
B4 – Allowing our managers to manage.	Define and set out training requirements, ensure wellbeing checks take place for teams to combat isolation. Consideration of training those who may not have ICT skills or equipment - access to sites with such facilities.	Director of People, OD, and Admin	Short Term (By Sept 21)	Completed - L&D element complete – part of BAU.  In progress - Wellbeing check in and manager advice will form part of WofW Policy (B2 action )
B5 – Allowing our teams to thrive and collaborate.	Defining our principles for team working i.e. defining minimum levels of check ins, the utilisation of connected working and circumstances for meeting in person/on site	Director of People, OD, and Admin	Short Term (By Sept 21)	Completed - Connected Working element complete.  In Progress - Wellbeing checks – same action as B4 above and will be picked up in B2 action – WofW policy
B6 – Ensuring our teams feel engaged.	Review and propose the tools we can use to measure engagement and respond to lower levels of engagement. Ensuring managers are trained and equipped to work and lead teams in a blended environment.  Produce a communication and engagement plan to support blended working and supporting activities.	Director Comms, Marketing and Brand, Director of Digital and Transformation and Director of People, OD, and Admin	Short Term (By Sept 21)	Completed - HR element completed through connected working

B7 – Talent management	Review the impact of blended working on new staff, inductions, apprentices, and gender gap.	Director of People, OD, and Admin	Short Term (By Sept 21)	Completed (L&D action)
B8 – Culture	Plans to reinforce desired culture, behaviours and ways of working. Ensuring we have feedback mechanisms from employees of the impact of blended working and take these in account for future measures.  Engaging with public health to address any health and wellbeing implications from blended working and create an action plan based on this	Director of Digital and Transformation and Director of People, OD, and Admin Director of Public Health	Short Term (By Sept 21)	In progress - Being picked up by ECC workstream
B9 – Proud Workstreams	Review workstream plans in line with Reset and Blended working principles and ensuring we consider options for ensuring change sticks in a blended working environment.	Director of Digital and Transformation and Director of People, OD, and Admin	Short Term (By Sept 21)	Completed and plans amended where necessary
<b>Section C - Improve service efficiency and performance</b>				
Determine the financial implications of reset.	Capture cost savings and remove from budgets.	Director of Finance	Medium Term (Sept 21 – Feb 22)	Completed – Savings have been captured during 2021/22 and 2022/23 with further reductions of this work also underway and planned during 2023/24 which are also included in the MTFS options for the budget
Capturing the savings achieved via blended	Determine reset costs – revenue and capital. Set aside a reserve for reset costs as part of financial year end close down.	Director of Finance	Medium Term (Sept 21 – Feb 22)	Completed - As part of the 2021/22 outturn position, some money was set aside for reset costs to be utilised during 2022/23 onwards. This is

working approach.				being assessed alongside the revised capital funds available and the overall requirement to deliver the changes and any surplus/additional requirement will be reported through to CMT and Cabinet
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