



EMPLOYMENT COMMITTEE – 15 SEPTEMBER 2022

CORPORATE WAYS OF WORKING PROGRAMME

REPORT OF THE DIRECTOR OF CORPORATE RESOURCES

Purpose

1. The purpose of this report is to provide the Employment Committee with an update on the Council's Ways of Working programme, and to share the recommendations from the Scrutiny Task and Finish Group which met in December 2021.

Policy Framework and Previous Decisions

2. The Council's Ways of Working programme was discussed at Employment Committee on 2 December 2021, following agreement of a revised business case in the light of the impact of the pandemic, the acceleration of the programme and the opportunities afforded.

Background

3. The Council's original workplace programme was paused in March 2020 due to the onset of the COVID-19 pandemic. This led to an immediate shift in how and where people were working and created the opportunity for a wholesale rethink of how departments, services and teams needed to work in the long-term, retaining a higher degree of flexibility, with more remote working that originally thought possible. The workplace programme was reshaped into the Ways of Working programme, with a refreshed and revised business case.

Current activity

4. Following the refresh of the business case, a number of key pieces of activity are underway:
 - County Hall room 700 model office pilot – shared space between Adults & Communities and Environment & Transport teams, trialling more modern ways of working utilising new IT equipment and new office layout configurations which includes different kinds of furniture to support the creation of collaboration space and hot desking facilities. Results of the pilot are due in October 2022 and will inform further rollout. Following the postponement of a planned tour of room 700 for members, due to unforeseen electrical works earlier in the year, a revised date for this to take place will be scheduled.
 - Facilitation of the take-up of new leases by tenants, together with exploring and negotiating future tenants, utilising space in the County Hall campus that is set

aside for this purpose. The commercial sensitivity involved in this exploration should be noted, however, this is becoming a successful income stream.

- Work has commenced with the next group of services to ascertain space needed and to ensure office and meeting space is appropriately configured.
- Organisational development support has been afforded to many teams (staff and managers) to ensure an appropriate fit for purpose culture and a shared understanding of objectives, practicalities and benefits.
- A project is underway to look at productivity, to ensure that leaders and managers are equipped to manage and drive this when working with remote and hybrid teams.

Scrutiny Panel recommendations

5. An action plan, produced as a result of the Scrutiny Task and Finish Group meetings in December 2021, is attached for information at Appendix A. The Panel was made up of members. The action plan was presented to the Scrutiny Commission by the Chairman of the Panel in early 2022.
6. The plan is split into three key areas – challenges and risks, assurance provided and recommendations. The latter have been incorporated into the Ways of Working roll out plans with a major focus on service outcomes, productivity, wellbeing, skills of managers and safe systems of work.

Recommendations

7. The Committee is asked to note the report and the progress being made towards the Council's Ways of Working programme.

Background papers

8. Report to the Employment Committee 2 December 2021 – Ways of Working Update: <https://politics.leics.gov.uk/documents/s165399/Employment%20Committee%20-%20Ways%20of%20Working%20Update%20Dec%202021.pdf>

Circulation under the Local Issues Alert Procedure

9. None.

Equality and Human Rights Implications

10. There are no equalities and human rights implications arising directly from this report, but an Equalities and Human Rights impact assessment is being finalised for the programme and will be published.

Appendices

Appendix A - Corporate Ways of Working Task and Finish Group

Officer(s) to Contact

Gordon McFarlane
 Assistant Director (Corporate Services)
 Tel: 0116 3056123
 Email: gordon.mcfarlane@leics.gov.uk