

Appendix 2: Summary of FWOV engagement and feedback

This is a summary of the some of the FWOV engagement and feedback. This reflects the considered approach to the uncertainty of the new work environment, external factors (for example, pandemic and economic) and organizational capacity by taking measured steps informed by stakeholder engagement.

1. FWOV programme engagement

- 1.1 This programme governance includes the FWOV Working Group which consist of:
 - Internal suppliers
 - Named stakeholders (Facilities & Building Services, Connecting You project, Health & Safety, Public Health, and Sustainability)
 - Trade Unions
 - Worker Fora
 - Directorate users
- 1.2 The role and function of the FWOV Working Group is to inform, engage and consult on the direction and ideas coming from the Programme in advance of delivery.
- 1.3 Views and ideas on future ways of working are sought from the FWOV Working Group.
- 1.4 This programme has engaged with Members via the Member Development & Support Group with site visits, focus groups and survey.

2. Focus Group themes

- 2.1. The Focus Groups were a formal engagement to capture staff feedback on the ways of working run from April to July 2021.
- 2.2. This was to inform a wider return to the office in August/ September 2021 and the direction of the programme.

- 2.3. The Focus Groups included facilitated corporate sessions, team organized sessions, and sessions with the Worker Fora and Trade Unions which included over 700 staff.
- 2.4. The themes are still current in terms of staff wanting, where enabled, flexibility in their time and place of work include the workplaces and home.
- hybrid working to support fair and inclusive arrangements for example, staff who are Carers
 - health and wellbeing by enabling choice and use of time in staff work/ life balance
 - connectivity and purposeful in-person activity in the workplace including on-boarding new starters
 - leaders and managers importance to implement and role model ways of working
 - a workplace which supports flexible use, collaboration, and connection across the city
 - business systems, tools, and devices to support and enable ways of working

3. Service led hybrid working

2.1 Executive Leadership Team (ELT) agreed the service led hybrid working framework (08 February 2022) and after further engagement with stakeholders this was verified at Corporate Modernisation Delivery Board (CMDB) (25 May 2022).

2.2 Hybrid working is one informal flexible option, but flexibility can come from changes to hours, locations, or new business systems.

2.3 Our definition of hybrid working is:

Hybrid working is being able to work from different locations at different times. It is an informal flexible working option which could include working in the workplaces and at home. Available for people in roles that have flexibility in time/ place, and a suitable device due to the work they do.

2.4 The programme engagement on the service led framework identified the continuation of the Focus Group themes and highlighted:

- need to embed hybrid working and flexible working arrangements
- need for clarity on existing service parameters for managers and teams
- consistency in the use of the framework, but need to recognize there can be different results for team and individual ways of working
- there is a contractual place of work but there is a risk of a remote working drift