

Workforce Recovery Plan – Overview

'The Council experiences a reduced absence rate, including absence from COVID and self isolation, and agile working hubs are fully operational'

Recovery and Renewal Focus - The Council's Organisational Development Section has developed a detailed Impact Assessment in collaboration with service areas across the Council to identify the key priorities for recovery and renewal including workforce capacity, responding to the COVID 19 pandemic and to implement the new Council Operating Model.

The priority areas are as follows:

- **Health, Safety, Welfare and Well-being**
- **Lateral Flow testing for the workforce**
- **Homeworking**
- **Capacity in the workforce**
- **Workforce communications**

Present Position – Workforce capacity, health, safety and welfare continue to be a priority in delivering Council services. Some areas of service are experiencing recruitment and retention issues and the Council has introduced a new operating model to include; Community Hubs, a Democratic hub and agile working for the workforce.

Implementation Plan – Organisational Development is currently developing an Implementation Plan for the Impact Assessment in collaboration with service areas across the Council. The Implementation Plan will provide details on the Actions and the areas responsible for them and the timeframes set against them.

Key Measures to Determine Progress -The following data sets – both qualitative and quantitative, will be used to monitor and measure progress against each impact area:

Priority Area	PI	19/20	20/21	21/22	Trend	Target
Health, Safety, Welfare and Well-being	Staff survey autumn 2022					
Homeworking <i>New Council Operating Model (as at 31.01.22)</i>	Agile workers			31.39% of total workforce		Workstyle identification complete
	Permanent homeworkers			11.22% of total workforce		
	Service based workers			56.70% of total workforce		
	workforce style incomplete			0.70% of total workforce		
Capacity in the workforce	Absence – average days lost including COVID <ul style="list-style-type: none"> Corporate Services Regeneration and Community Services Social Services Corporate Education Schools Council Total 			Quarter 3 5.26 days 12.44 days 17.65 days 5.30 days 11.09 days 11.72 days		Average days lost per employee 10 days
	Absence – Average days lost excluding COVID <ul style="list-style-type: none"> Corporate Services Regeneration and Community Services Social Services Corporate Education Schools Council Total 			Quarter 3 4.99 days 11.10 days 16.87 days 4.10 days 9.41 days 10.53 days		
	Average Days lost COVID <ul style="list-style-type: none"> Corporate Services Regeneration and Community Services Social Services Corporate Education Schools Council Total 			Quarter 3 0.27 days 1.34 days 0.78 days 1.20 days 1.68 days 1.19 days		

	Detailed piece of work on recruitment and retention being developed and will be added					
	Temporary Workforce responding to COVID			TTP 95 positions Headcount of 83		TTP no longer required
		As at 30th Sept 2019		As at 30th Sept 2021		
	Labour Turnover: <ul style="list-style-type: none"> • Corporate Services • Regeneration and Community Services • Social Services • Corporate Education 	5.21% 6.20% 6.81% 0%		5.35% 8.25% 5.40% 18.33%		
	Percentage Vacant Posts: <ul style="list-style-type: none"> • Corporate Services • Regeneration and Community Services • Social Services • Corporate Education 	10% 8% 11% 9%		13% 11% 15% 29%		