

## **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                                 |
|---|--|-------|-------|--|-------|--|
| <b>Health, Safety, Welfare and Well-being</b>                             | Staff survey autumn 2022   |       |       |  |       |  |
| <b>Homeworking</b><br><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   |       |  |
| <b>Capacity in the workforce</b>  | Absence – average days lost including COVID <ul style="list-style-type: none"> <li>Corporate Services</li> <li>Regeneration and Community Services</li> <li>Social Services</li> <li>Corporate Education</li> <li>Schools</li> <li><b>Council Total</b></li> </ul> |       |       | Quarter 3<br>5.26 days<br>12.44 days<br>17.65 days<br>5.30 days<br>11.09 days<br><b>11.72 days</b> |       | Average days lost per employee 10 days |
|   | Absence – Average days lost excluding COVID <ul style="list-style-type: none"> <li>Corporate Services</li> <li>Regeneration and Community Services</li> <li>Social Services</li> <li>Corporate Education</li> <li>Schools</li> <li><b>Council Total</b></li> </ul> |       |       | Quarter 3<br>4.99 days<br>11.10 days<br>16.87 days<br>4.10 days<br>9.41 days<br><b>10.53 days</b>  |       |  |
|   | Average Days lost COVID <ul style="list-style-type: none"> <li>Corporate Services</li> <li>Regeneration and Community Services</li> <li>Social Services</li> <li>Corporate Education</li> <li>Schools</li> <li><b>Council Total</b></li> </ul>                     |       |       | Quarter 3<br>0.27 days<br>1.34 days<br>0.78 days<br>1.20 days<br>1.68 days<br><b>1.19 days</b>     |       |  |

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