

WORKFORCE STRATEGY ACTION PLAN 2021/22 PROGRESS

'Agile Services delivered by an agile workforce'

| STRATEGIC PRIORITY OUTCOME | ACTIONS | PROGRESS | EVIDENCE | ACTIONS TO CARRY FORWARD TO 2022/23 |
|---|--|--|---|---|
| <p>Healthy Culture, Effective Leadership</p> | <ul style="list-style-type: none"> Engagement and planning for future working model Leadership Development Model Transitional Leadership training/development Strategic Leadership and Managing an agile workforce training and development Healthy Organisation training | <ul style="list-style-type: none"> Corporate Programme Board with regular position statements and communications to wider workforce Engagement plan for the future working model and regular communications to workforce via the Managing Director/Chief Executive newsletter Transitional Leadership Webinar held March 2021 Strategic Leadership of the Agile Workforce series of webinars for wider leadership across the Council held from May 2021 and further in November 2021 Workforce engagement webinars to design the agile workspace held summer 2021 Draft Leadership Development model | <ul style="list-style-type: none"> Programme Board agenda and associated documents Transitional leadership for senior managers Managing an agile workforce – 62% attendance Designing the agile workspace | <ul style="list-style-type: none"> Leadership Development Model Further development of 'Healthy Organisation' |
| <p>Excellence in management across the Council</p> | <ul style="list-style-type: none"> Implementation of key strategies; Commercial, Digital and Communication Agile working policy and guidance Review of other HR policy to support agility in the workforce Review of sickness absence | <ul style="list-style-type: none"> Agile Working Policy developed in social partnership with trade unions and joint agreement Workforce designations with individual consultations and variation of contracts of employment Introduction and payment of appropriate home working allowances Health and Safety assessments and workforce wellbeing focus; Wellbeing Wednesdays and principles of wellbeing to support home working Procedure developed and operational for furniture and equipment to support home working Revised policy on mileage implemented Adverse Weather Guidance reviewed and implemented Recruitment processes refined to support new ways of working Annual review of sickness reported to CLT and Scrutiny | <ul style="list-style-type: none"> Agile Working Policy in place and live September 2021 <ul style="list-style-type: none"> ➤ 32% of workforce Agile workers ➤ 11% of Workforce Permanent homeworkers ➤ 57% of workforce Service Based workers Payments in line with Agile Working Policy implemented for September 2021 Sickness absence review report to Corporate Overview Scrutiny – October 2021 Sickness absence statistics reported quarterly to the Corporate Leadership Team and as part of the corporate performance framework to elected members Policies published on the Intranet | |

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| Modern Employer of Choice | <ul style="list-style-type: none"> Implementation of the agile and flexible working model Review and improvements to recruitment processes Increase the offer of the staff benefits scheme Implementation of modern agile designed workspace Initiatives to increase the diversity in the workforce | <ul style="list-style-type: none"> New Council operating model implemented to include the introduction of community hubs, democratic hub, and agile working for the workforce Recruitment process reviewed to support agile working Agile Working hubs identified as; General Offices, Anvil Court, Blaina ICC, ViTecc, and Energy Centre Internal review of diversity and age in current workforce. Workspace developed for agile working with desk booking system and regular monitoring if usage | <ul style="list-style-type: none"> Community hubs operating in town centres, democratic hub operating in General Offices and agile working policy operational September 2021 5 hubs identified and operating agile working Programme Board agenda and associated documents Webinar held to engage staff in designing a modern agile workspace. Plans in place for demolition of the Civic Centre | <ul style="list-style-type: none"> Actions falling out of the internal review of diversity and age in the workforce |
| A highly motivated and engaged workforce | <ul style="list-style-type: none"> Workforce engagement and communication plan and implementation – future Council Operating Model Response and actions further to pulse survey on Wellbeing and Home Working Learning and development for the workforce to support delivery of the future working model | <ul style="list-style-type: none"> Commissioned external review of communications to include internal communications Programme management with regular position statements and workforce communications to include a dedicated workforce engagement plan Regular updates and discussion with the Wider Leadership Team Regular updates in the Managing Director/Chief Executive's newsletter Weekly Wellbeing bulletins published including a range of provisions for supporting staff wellbeing, including special editions to address key issues and topics. Care first awareness sessions for managers Mental Wellbeing sessions Menopause awareness sessions | <ul style="list-style-type: none"> Agile working programme management arrangements to include dedicated communication and engagement of the workforce Leadership development webinars as detailed above | <ul style="list-style-type: none"> Learning and development for the workforce to be identified as part of the outcome of the review into agile working – Autumn 2022 |
| Evidence based decision making, planning and delivery | <ul style="list-style-type: none"> Development and implementation of digital solutions to support delivery of modern HR/Payroll service Review information requirements in line with key strategies e.g., Carbon Neutral ambitions Health, Safety and wellbeing to support through continued pandemic and transition to future working model Support schools causing concern | <ul style="list-style-type: none"> Review of position and ambition with the HR / Payroll (iTrent) system – identified need for development capacity. Digital solutions in place during pandemic to carry out DBS's. Medium to long term action plan developed as part of corporate decarbonisation plan Additional health and safety resource to support services in response to pandemic At least weekly - range of internal communications / guidance for the workforce and leaders during the pandemic. Weekly Wellbeing bulletins published including a range of provisions for supporting staff wellbeing, including special editions to address key issues and topics. Focused OD support for three schools identified as 'causing concern' Framework developed for a new process of directorate workforce planning to support the delivery of the workforce strategy | <ul style="list-style-type: none"> Report to Chief Officer Commercial & Customer on the position with iTrent and ambitions. Corporate decarbonisation plan and OD action plan Internal communications and weekly wellbeing bulletins One school no longer causing concern Workforce planning template rolled out to directorates for 2022/23 | <ul style="list-style-type: none"> Formal position / decision on the development or not of iTrent (HR/Payroll system) Directorate workforce plans and year 2 action plan for delivery of workforce strategy Continued support for schools causing concern. |