

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

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