RECOMMENDATIONS FROM THE REVIEW OF AGILE WORKING

RECOMMENDATION	PREOGRESS TO DATE	FURTHER ACTIONS
Improve Line management support The support, trust, empowerment and regular feedback provided by the majority of line managers has a positive effect on how staff are adjusting to know ways of working and teamwork within those teams. Staff that described a positive relationship with line managers also seemed to be more proactive about overcoming challenges and were more positive about their general experience. Conversely, at the focus groups, those who were struggling with agile working also often described a lack of support, perceived unfairness and fewer 121s and team meetings. These line managers may also be struggling with change and receive less support from their own managers.	• Training for managers on managing an agile workforce rolled out across organisation • Facilitated sessions held with CLT and Wider CLT in terms of the feedback and recommendations from the agile working review • See update on leadership visibility below	• Further communications to managers to remind on the Council's expectations with workforce communication and engagement as part of the Managers Brief • Directorates to audit of 121s
Managers to target Wellbeing support The survey and focus groups both showed a clear improvement in wellbeing for many staff. However, for some staff, there has been a significant decline in this area which is often linked to isolation. It is recommended that line managers identify staff requiring additional support and are the first point of contact. If, however, this is not possible then a dedicated "Wellbeing Champion" could be the next point of call. This could sit alongside normal work duties and could, potentially, also look at issues around sickness absence.	• Workstyles have continued to be reviewed and there has been adjustments made to support where staff have reported feeling isolated • Wellbeing Wednesday continues to promote wellbeing and offer various support	• Managers to continue focus on workforce wellbeing and work with their OD Senior Business partner to make adjustments as necessary
Improve Leadership visibility Staff themselves provided a number of ideas in this area including video/Teams calls with senior leadership, wider	• Draft contact list for CLT developed for roll out	• Implementation of the Learner Experience and Management

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Directorate meetings (which have been received positively in those areas that have had them) and updated information about who is in CLT	• Workshop held with CLT and purpose for CLT and principles to support agile working developed and communicated to the workforce • Webinars with the Chief Executive and the Chief Officer Resources held with workforce regarding the budget consultation process	System will include welcome information
Ironing out IT niggles individuals are working out how to use technology effectively for them. The introduction of Digital Champions has been viewed positively, where people knew about them. This role is likely to embed further over time. Staff highlight frustrations with the speed of IT support which could be investigated to see if improvements can be made. Some systems are difficult for staff to update themselves such as updating the intranet with changes to job titles and names. This would enable staff to know who to contact across the organisation	• Digital Champions support staff on implementation of new technology • Lunch and learn sessions held to support the roll out of new technology • Email correspondence issued to all staff around new technology and how to use	• Increase number of Digital Champions • Encourage staff with system issues to go to their champions for support • Promote the Digital Champions across services • Intranet review being considered and form part of Corporate Digital programme
Map agile working to organisational performance Agile working has had, in general, a positive effect on wellbeing and the comments indicate that people feel more productive. Is this translating into improvements in performance? Can this be sustained in the long-term if there are negative impacts on training and informal workplace development?	• Review of agile working hubs and improvements to facilities made eg. printing, hybrid mail. • See update under improve leadership visibility	• Full staff survey autumn 2024
Celebrate success and positive stories Whilst there are some areas for improvement, there is also much positive news in this report. Staff would like to see success celebrated more, and this can be used to increase	• Review of internal communications completed and action plan in place. One of the 6 key objectives of the plan is to improve internal communications and	

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buy-in (as long as staff feel their concerns have been heard and addressed)	to ensure staff are well informed about key corporate plan priorities. • Focus on celebrating success and including positive staff stories in the quarterly staff newsletter • There is also a plan in place to improve the recruitment section of the Council's website. This will include staff case studies and other positive information about working for the Council	
Complete a full engagement survey		• Action as part of the Workforce Strategy Delivery Plan to carry out a full staff survey autumn 2024