

Staff and Pensions Committee

14 December 2020

Our People Strategy 2020-2025 Report

Recommendations

That the Staff & Pensions Committee

1. Endorses the Our People Strategy 2020 – 2025 (contained in Appendix 1)
2. Comments on the proposed delivery priorities set out in Appendix 2 and authorises the Chief Executive to finalise the delivery plan having regard to the views expressed by this Committee and by the Resources and FRS Overview and Scrutiny Committee
3. Endorses the Agile Working Offer and Online Protocols as part of the *How We Work* programme as set out in Appendices 3 and 4, to include the offer made to staff to move onto a new Agile Working Contract with new terms and conditions, with effect from 1st April 2021

1.0 Introduction

- 1.1 This report presents for members to consider the refreshed Our People Strategy 2020-2025, which details:
 - a) Our Culture and People vision.
 - b) Our values and behaviours.
 - c) The building blocks, strategic outcomes, enablers, measures
 - d) Implementation, review and measurement of success
- 1.2 The report also sets out a series of proposed priority delivery themes for the period up to 2021/22 of the Strategy. The priorities have been reviewed in light of the ongoing requirements for staff to prioritise Covid response and recovery. The delivery themes will be worked up into a detailed delivery plan for 2021/22 and beyond. However, we will need to retain agility in terms of delivery plan and be able to flex the plan subject to the changing needs of our staff and the changing demands on our services. This will be managed by officers within HROD reporting to the Change Portfolio Board (Corporate Board).
- 1.3 The final section of this report outlines to the Committee a new way of working comprising an Agile Working Officer and Online Protocols which was supported by Cabinet on 10th December. The How We Work Programme considering future use of our office space, maximising use of our technology and developing an agile and flexible workforce had commenced pre-Covid. Covid has enabled those changes to be pursued with greater pace and ambition. The Agile Working Offer and Online Protocols are a fundamental element of the Programme which

underpin our new way of working.

2.0 Our People Strategy

- 2.1 In 2018/2019, we developed and launched the first iteration of Our People Strategy to support the transformation programme and the effective leadership review. This Strategy has been refreshed and takes us forward to 2025.
- 2.2 To support the implementation of the Council Plan 2020-2025, the Our People Strategy focuses on our people and our culture. The Strategy sets out a clear vision for our people (as set out below), which is intended to be a personal and relevant statement about our workforce and how we want to be seen, internally and externally;
“Warwickshire County Council, a great place to work where diverse and talented people are enabled to be their best.”
- 2.3 It also identifies five values, underpinning our existing six behaviours. Importantly, it comprises six key building blocks to achieve our vision. Each activity within Our People Strategy will be designed to meet specific outcomes and enable the delivery of Our Council Plan.
- 2.4 For each building block we have a clear set of outcomes we need to achieve so that we can fulfill our vision and transform as an organisation in a way which is sustainable. We have also defined the enablers, the measures and the key activities we intend to undertake to deliver the intended outcomes.
- 2.5 Whilst the building blocks enable us to categorise our work, it is important to note that our activities do not always sit neatly into one building block, with many cutting across a number of building blocks. A good example of this is the work within the Equality, Diversity and Inclusion agenda, which features in all that we do.
- 2.6 The activities will progress through the five years of the Strategy; those that are a priority have been categorised as priority delivery themes up to 2021/2022.
- 2.7 The Strategy has been developed by the Strategic HR and OD team, with engagement from How We Work Board, Corporate Board, the wider HR community, union colleagues, senior leadership forum and our staff networks,

3.0 Priority Delivery Themes

- 3.1 The refreshed Our People Strategy sets out an ambitious programme over a 5-year period. The workforce is critical to the delivery of the strategic outcomes set out in the Council Plan. They are the ‘face’ of the Council in terms of our day to day operations and contact with residents and they are our ambassadors across a whole range of external settings. The Strategy therefore sets out our investment in staff and the areas that we intend to focus on to deliver Our People Vision and support delivery of the Council Plan.

- 3.2 However recognising the impact that Covid is continuing to have on the Council and the need to prioritise Covid response and recovery, the proposed delivery priorities for 2021/22 have been reviewed and re-prioritised. Each of the Our People Strategy building blocks will continue to have a range of planned activities in support of the Strategy and officers will continue to review and flex the delivery plan to meet changing service demands and staff needs.
- 3.3 Members are invited to comment on the proposed priority delivery themes set out in Appendix 2. The themes set out have had regard to views expressed by staff through the well-being / check in surveys that have been conducted since the start of the pandemic. They also take into account the comments made by members as part of the Cross Party Member Working Groups which helped to shape the development of the Council's Recovery Plan.
- 3.4 The priority delivery themes have been categorised as those that must be done and those where work has commenced and should continue within capacity levels. Future themes have also been identified for us to consider including and prioritising in future years
- 3.5 The proposed priority delivery themes will also be considered by the Resources and Fire & Rescue Overview and Scrutiny Committee at its meeting on 16th December, following which, officers will finalise the delivery plan for 2021/22.

4.0 Agile Working Offer and On-line Protocols

- 4.1 As part of the Council's organisational wide Design Principles and Transformation plan in 2018, the *How We Work* programme was developed which specifically addresses our business objectives of:
- Adopting a customer focused approach to the delivery of services;
 - Creating the conditions to support a high performing culture; and
 - Supporting the creation of an agile, modern, fit-for-purpose organisation
- 4.2 The Covid-19 pandemic saw an unplanned overnight move of 4,500 staff from being predominantly office-based, spending on average 20% of their working week away from the office, to becoming predominantly home-based agile workers.
- 4.3 The pandemic has accelerated changes in how we work and strengthened our ambition and vision in developing an agile workforce. The last 10 months have demonstrated the benefits of agile working in balancing work and home life whilst continuing to deliver business benefits and outcomes for our residents.
- 4.4 Since the first lockdown we have continued to listen and engage with our staff and based on a significant volume of feedback from check-in and spot check surveys there is a considerable evidence base to support the appetite of our staff to consolidate and capitalise on the changes that we had to put in place rapidly at the start of the pandemic by now implementing supporting processes.

4.5 Two key products have been developed to address this need:

- WCC Agile working offer; and
- WCC Online protocols.

A summary of each of these is set out below and the full products attached in **Appendices 3 and 4**.

5. Conclusion and Next Steps

- 5.1 This report seeks the Committee's approval of the refreshed Our People Strategy. Subject to the approval of the Committee the Strategy will be launched across the whole Council in early 2021, with an annual review and refocus of priorities, so that we can incrementally celebrate its success and that the Strategy can evolve and remain relevant throughout its five year duration.
- 5.2 The report also seeks the Committee's endorsement of the Agile Working Offer and On-Line Protocols which are also intended to be shared and implemented across the organisation with an offer made to staff to move onto a new Agile Working Contract with new terms and conditions, with effect from 1st April 2021.
- 5.3 Finally the report seeks members' input to the priority delivery themes which will also be considered by the Resources and Fire & Rescue Overview and Scrutiny Committee on 16th December 2020. Following this the delivery themes and delivery action plan will be finalised and plans for implementation put in place
- 5.4 A comprehensive communication plan covering all aspects of this work will be put in place. This will include a Council wide launch, as well as ensuring that all our communications going forward reference and are written in the voice and tone of the Our People Strategy
- 5.5 An Equality Impact Assessment has been undertaken for the Our People Strategy and Agile Working and are provided as background papers. These will be kept under review and updated as our plans develop

Appendices

- Appendix 1 [Our People Strategy](#)
- Appendix 2 [Our People priority Delivery Themes](#)
- Appendix 3 [Agile Working Offer](#)
- Appendix 4 Online Protocols

Background Papers

[Our People Strategy Equality Impact Assessment](#)

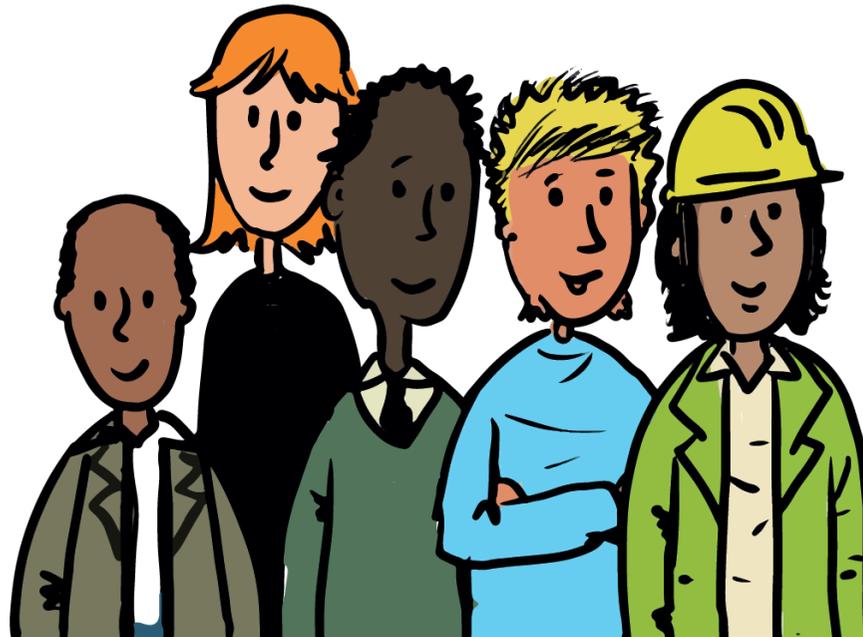
[Agile Working Equality Impact Assessment](#)

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The report was circulated to the following members prior to publication:

Not applicable.

Our People Strategy





Maintaining our momentum

Our Council Plan 2020 - 2025 plan sets out our vision, which is supported by two outcomes:



To make Warwickshire the best it can be, sustainable now and for future generations



We are clear that because of increasing demand we need to continuously improve the way in which we do things. Central to our success is the development of our leadership capability and empowerment of our management to enable all of our people to be of their best and deliver service excellence.

To ensure that we embed the changes that we have made, we need to continue to drive our culture change.

Our People Strategy focuses on our people and our culture. By culture we mean our vision, values and behaviour. The Strategy sets out a clear vision for our people and identifies **five values**, underpinning our existing **six behaviours**. Importantly it states six key building blocks to achieve our vision.

We have changed our organisation through service redesigns and increased managerial spans of control.

Our response to the global pandemic has demonstrated the very best of Warwickshire and we will continue to build from this. Moving forward we aim to develop an organisation and workforce that is sustainable, resilient and effective. Equipping our people, supporting their wellbeing and empowering them to deliver will be essential in developing the agile and diverse workforce and trust based culture that we need.

Each activity within Our People Strategy will be designed to meet specific outcomes and enable the delivery of Our Council Plan.

Endorsed by the Staff and Pensions Committee in December 2020.

Our culture

The culture we adopt and embed is critical to the successful delivery of our new operating model. It ensures we are all pulling in the same direction to support the delivery of our strategic vision and outcomes.

Our people vision

Warwickshire County Council, a great place to work where diverse and talented people are enabled to be their best.

Our people vision is all about what we are striving to be. It is a personal and relevant statement about our workforce and how we want to be seen, internally and externally.

Our values - the Warwickshire DNA

To support the achievement of our vision, five key organisational values have been identified:



High performing



Collaborative



Customer focused



Accountable



Trustworthy

Our values are our fundamental, distinctive, characteristics and qualities. Our ambition is for everyone working for Warwickshire County Council to hold these values in their hearts and minds so that they drive behaviour at work and help us to achieve our strategic outcomes - this is why we are calling our values the Warwickshire DNA.

Our behaviours

Our behaviours were first introduced in 2016 and these haven't changed. Our behaviours frame how we should behave at work. They help us to understand how we should go about our work and the way we should interact with each other and our customers.



What is our strategy to achieve our vision?

Organisational structure

To embed the structure and maintain the principles. We have done the physical change, but we now need to make the culture change to support the new way of working. Realising the benefits, and equipping people to work in the Commissioning and Delivery Model. Continuous improvement, personal responsibility, empowerment and accountability will all be central to our success.

We have retained our three directorate structure: Resources, People and Communities but as part of our restructure some of our activities will be grouped differently within and between our current directorates.

Resources

People

Communities

Our People Strategy building blocks

The building blocks provide the foundations for the delivery of Our People Strategy vision. We have identified six key building blocks:



For each building block we have a clear set of outcomes we need to achieve so that we can fulfill our vision and transform as an organisation in a way which is sustainable.



What outcomes will be achieved



Strategic Outcomes

Our people embody and embrace the culture, our values and behaviours and are positive ambassadors of Warwickshire.

Our people are diverse, feel that they belong and can bring their whole self to work.

Our people work with passion and purpose and are engaged to serve and aligned in the delivery of great work.

Building block 1

Enablers

We will embrace an adult to adult working relationship.

We will ensure that the voice and tone of our communications reflect our values and empowered culture and will lead by example.

We will listen, learn and act to create an inclusive organisation with a sustainable and resilient workforce.

Measures

Attendance

Retention

Performance

Engagement

EDI Metrics



Leadership



Strategic Outcomes

Our people take personal responsibility and see leadership as an act rather than a status.

Our leaders are equipped to provide agile and situationally responsive leadership.

Our leaders take personal accountability and act in the interests of one Warwickshire.

Building block 2

Enablers

We will create the environment to enable and drive high performance and accountability.

We will equip our managers with the capabilities and empower them to lead.

We will agree parameters and trust our leaders to act within them.

Measures

Engagement

Progression of our people into and through leadership roles

Percentage of leaders meeting or exceeding their performance objectives

Organisational Development and Design



Strategic Outcomes

Our people are innovative and empowered to take ownership, make evidence based decisions and are responsible for our continued organisational success.

Our structures and resourcing models are flexible and agile in achieving our outcomes.

Our People understand the need to change and embrace it for the future good of Warwickshire.

Building block 3

Enablers

We will maintain the integrity of our organisational design principles, whilst continually reviewing and keeping them fit for purpose.

We enable effective decision making by clear and appropriate governance arrangements.

We will break down barriers to enable a collaborative, innovative and accountable environment.

Measures

Engagement

Retention

Organisational Performance Measures (to be defined)

Management performance against objectives



Strategic Outcomes

Our people have a clear line of sight from their individual contribution to our business outcomes.

Our people embrace a high performance culture that is measured by organisational and individual outcomes.

Our people are accountable for their behaviours and performance and take every opportunity to improve.

Building block 4

Enablers

We clearly define roles, parameters and expectations.

We will all have regular evidence based performance and development reviews, driven by open and honest conversations.

We recognise high performance and address under performance.

Measures

Individual Performance against objectives

Organisational performance against plan

Engagement

Reward and recognition



Strategic Outcomes

Our people regard our reward and recognition arrangements as fair and equitable.

Our people are recognised for their high performance and personal contribution.

Our offer enables us to attract, retain, engage and motivate a diverse and talented workforce.

Building block 5

Enablers

We have an employer value proposition and reward strategy that reflects what we stand for and what we aspire to be.

We retain and motivate our best talent by recognising performance and personal contribution.

We have recognition arrangements that are accessible to and for all.

Measures

Retention

Engagement

Recruitment metrics

Reward Market Benchmarking



Strategic Outcomes

Our people are celebrated for their diversity and bring the capabilities and behaviours to drive a high performance culture.

Our people develop and grow through career pathways that enable them to demonstrate their potential, fulfil their aspirations and be their best selves.

Our people are our primary talent pipeline, enabling delivery of exceptional services today and tomorrow.

Building block 6

Enablers

We will have an effective and timely approach to workforce planning, talent management and succession planning in place.

We continually create the learning and development opportunities to suit the current and future needs of the organisation and encourage our people to explore and further their career

We have flexible resourcing solutions to maximise talent, attraction and retention.

Measures

Engagement

Learning and Development metrics

Staffing mix and profile indicators



Monitoring and measuring our success

Key business measures will be developed so that we can measure our success in achieving our people strategy outcomes and fulfilling our people vision.

Our How We Work Board will help to ensure that Our People Strategy continues to enable of organisational plans. It is the forum for agreeing our people priorities, success measures and monitoring both progress and delivery of outcomes.



Appendix 2

Our People Strategy Priority Delivery Themes to 2021/2022

Building Block	Outcomes	
	Our people embody and embrace the culture, our values and behaviours and are positive ambassadors of Warwickshire.	
	Our people are diverse, feel that they belong and can bring their whole self to work.	
	Our people are engaged to serve and aligned in the delivery of great work.	
Priority Delivery Themes	Aim	Update
Must do:		
Employee Engagement strategy	To provide a framework for how we engage with our workforce that is flexible and future facing	<p>We have already agreed the engagement approach for this year, which focuses on a number of themed check-in surveys. Check in 4, which was themed on engagement has recently closed and we await the results. Check in 5, 6 and 7 are planned every other month until June.</p> <p>We are also considering the future of engagement surveys, looking to move away from the annual Your Say survey and moving towards a more dynamic approach to measuring engagement throughout the year.</p>
Sustainable and Resilient Workforce	To support the wellbeing of our workforce and reduce the level of sickness absence across the council, by providing an infrastructure for managers to proactively support wellbeing and manage absence.	<p>The project group to support this work has already been set up and has representatives from across the directorates and specialism to look at ways in which wellbeing can be supported with the aim of reducing sickness absence.</p> <p>From the data, there has been a consistent improvement in absence since April 2020 and the priority areas for focus are long term sickness and stress and mental health absence. A wellbeing charter is being developed and managers are being asked to ensure that they take some basic actions in tackling absence.</p>
Continuing within capacity levels	Aim	Update
EDI	Warwickshire County Council, a place where everyone feels valued, included, safe, supported and welcome', places our approach to inclusivity at the heart of everything we do.	<p>The council wide action plan is being progressed and we have established a council wide equalities group, with representatives from across the council and our staff networks.</p> <p>EDI is a theme that runs through the whole Our People Strategy and is a particular priority for the organisation.</p>
Future Themes		
<ul style="list-style-type: none"> • People policy guidance and approach • Commercial Culture 		

Building Block		Outcomes	
	Our people take personal responsibility and see leadership as an act rather than a status.		
	Our leaders are equipped to provide agile and situationally responsive leadership.		
	Our leaders take personal accountability and act in the interest of one Warwickshire.		
Must do's		Aim	Update
People metrics for managers		To provide managers with the information they require to understand the issues in their workforce and effectively manage them	<p>Working with the Business Intelligence team, we are developing a consistent approach to provided people metrics data and insight on a regular basis and to enable managers to understand the trends and areas for improvement.</p> <p>DLT pack have already been implemented and work is underway in regards to getting reports down to line manager level. This is also supports the sustainable and resilient workforce and the approach to establishment control, where by in order for managers to be accountable for their people issues, we need to provide them with the necessary information.</p>
Future Themes			
<ul style="list-style-type: none"> Leadership offer 			

Building Block		Outcomes	
	Our people are innovative and empowered to take ownership, make evidence based decisions and are responsible for our continued organisational success.		
	Our structures and resourcing models are flexible and agile in achieving our outcomes.		
	Our People understand the need to change and embrace it for the future good of Warwickshire		
Must do's		Aim	Update
Flexible and Agile Working Strategy		To provide a framework so that work is what you do now where you do it, with the customer at the heart.	Following the pandemic response, we have reviewed the existing flexible working offer and have proposed an Agile Working offer, which has a set of principles and expectations. It is proposed that this will be launched in January 2021 following member approval. The new offer has service delivery at the heart, whilst allowing individuals to choose where and when they work.
Future Themes			
<ul style="list-style-type: none"> Approach to change management Approach to Establishment 			

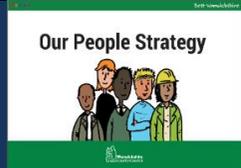
Building Block		Outcomes	
	Our people have a clear line of sight from their individual contribution to our business outcomes.		
	Our people embrace a high performance culture that is measured by organisational and individual outcomes.		
	Our people are accountable for their behaviours and performance.		
Priority Delivery Themes		Aim	Update
This area is considered business as usual so will continue as is and will be reviewed in the future			
Future Themes			
<ul style="list-style-type: none"> • Tier 0-4 Performance Framework – Tier 0-4 • Appraisal Process – Tier 5 			

Building Block		Outcomes	
	Our people regard reward and recognition arrangements are fair and equitable.		
	Our people are recognised for their high performance and personal contribution.		
	Our offer enables us to attract, retain, engage and motivate a diverse and talented workforce.		
Continuing within capacity levels		Aim	Update
Recognition Platform		To provide an online and timely recognition platform that is easily accessible	We have recently commissioned and launched the Vivup benefits platform, which gives our people access to a range of benefits.
Employer Value Proposition		To embed the EVP that places the organisation as an employer of choice	<p>Work was undertaken in 2019 to develop our employee value proposition and in line with making Warwickshire the best it can be, we want to ensure that we attract the best people to work in Warwickshire, and seeing Warwickshire as an employer of choice. The EVP is based around 3 themes: working with passion and purpose, explore and further your career and bettering ourselves at every opportunity.</p> <p>Further work is planned to ensure that we sustain the EVP messages and approaches through recruitment and other channel, particularly through our social media channels.</p>
Future Themes			

- Reward and recognitions strategy

Building Block		Outcomes
 <p>Talent development and career opportunities</p>	Our people are celebrated for their diversity and bring the capabilities and behaviours to drive a high performance culture.	
	Our people develop and grow through career pathways that enable them to demonstrate their potential, fulfil their aspirations and be their best selves.	
	Our people are our primary talent pipeline, enabling delivery of exceptional services today and tomorrow.	
Must do's	Aim	Update
Recruitment review	To review the overall recruitment experience for potential employees and managers to ensure the best recruitment decisions are made	As part of the pandemic response the recruitment team have taken back a number of management tasks in areas where their main focus has been continuing to provide front line service during this time. This has allowed the opportunity to reflect on the best use of resources and a Your HR recruitment review and a number of recommendations are currently being considered.
Continuing within capacity levels	Aim	Update
T1-4 Assessment review	To provide a refined assessment process for tiers 1-4 to ensure the best people are attracted and appointed.	Following the implementation of the Effective Leadership Review for Tiers 2, 3 and 4, we have taken the opportunity to review the competency framework and recruitment approach, which we are now embedding into business as usual in terms of recruitment and our performance framework.
Induction and Onboarding	To provide an induction and onboarding framework, so that new starters are welcomed and set up to succeed.	We understand that how new employees are welcomed into the organisation is important and determines their success, and we appreciated that this is changing due to working in a more agile way. We are looking at how we induct and onboard new employee and how we can improve the whole candidate experience.
Future Themes		
<ul style="list-style-type: none"> • Organisation approach to workforce planning • Learning and Development Offer • Exit strategy • Developing Career Pathways and Career Flexibility 		

Strategic People Improvement



Must do's	Aim	Update
Policy, legal and Compliance	To enable our managers to operate within an empowered environment with frameworks that are modern, legal and enabling. Creating a positive employee experience that aligns with our EVP.	There are also a number of legislative changes that are coming into force over the next few months in terms of Brexit and Exit Cap, new immigration process and complicated pension changes. All of which need to be planned for and implemented.

Appendix 3 – WCC Agile Working Offer

Introduction

The vision of the Our People Strategy is, '**Warwickshire County Council, a great place to work where diverse and talented people are enabled to be their best**'. The strategy describes a culture that embraces an adult to adult working relationship. Therefore, empowering our people to work in the way that enables them to work at their best is key to the strategy.

Prior to the pandemic we were working towards a more flexible working offer. Since the pandemic it has been demonstrated that our workforce can work extremely well from remote locations.

There are many benefits for the council for the agile working offer, in particular:

To individuals	To WCC
<ul style="list-style-type: none"> • Greater freedom to manage time and tasks • Improved wellbeing, work life balance and resilience. • Reduced unproductive commuting and lower carbon footprint • Fewer co-worker interruptions and distractions • Greater freedom to plan around personal appointments and commitments. 	<ul style="list-style-type: none"> • Is integral to the Our People Strategy, supporting all the building blocks and the culture of trust and empowerment. • Improved productivity • Supports the sustainable and resilient workforce agenda. • Supports the Council Plan's greater emphasis on climate change and environmental benefits • Increase in employee engagement • Better use of and return on our property assets • Supports the employee value proposition of being an employer of choice, by having a more attractive offer to potential new employees, increasing calibre and diversity

In order to meet our full aspirations in terms of the Our People Strategy, our Agile Working Offer is key. Agile working can play a part in delivering against all the building blocks.

Our Agile Working Offer - Principles

- We acknowledge and are mindful that we have a number of positions in the organisation, which due to the nature of the role, may not be able to benefit from Agile Working.
- Work is what you do, not necessarily where and when you do it and where work can be done at home, our people are encouraged to do so.

- We are fostering a trusting environment, where there is an adult-to-adult relationship between managers and our employees with service delivery at the heart of all that we do.
- We trust everyone to do a great job.
- We want our people to bring their whole and true selves to work, we celebrate their diversity and understand that to achieve this that our people work best in different ways.
- We understand the link between autonomy and performance
- The terms Agile working and Flexible working have been used interchangeably to describe working from home. However Flexible Working is a legal right for people to request to work in a particular way , no matter what contract individuals are on. Agile working is a principle of working where work can be done in an Agile way. Therefore, “agile working” will be used to describe this offer.

Our Agile Working Offer – Employee Expectations

- Agile working, where it meets the needs of the service, remains a choice for our workforce. Individuals who feel that working remotely is not for them either financially or for their personal wellbeing will still benefit from office accommodation. This can be on an agreed frequency between the individual and their manager.
- There will be limited expectations for staff to attend offices except where there is a business need, the need for collaboration space or for face-to-face meetings, unless the employee prefers to attend.
- We will manage by outcomes, so employees have a choice over how, where and when to undertake their work, if outcomes are achieved and where this enables the service to continue to provide exceptional customer satisfaction.
- To mitigate against unintended legal consequences for the Council regarding work locations, the expectation is that our workforce will reside in the UK. Where alternative arrangements are sought, they will be considered by the manager, legal and HR on an individual basis.
- All employees will be given a notional office base, it will remain the employee's responsibility to travel to and from this base, mileage over and above this daily amount will be claimable through the usual expense process.
- All employees will be expected to attend an office location upon request from their manager.
- In order to maintain the health and safety of our employees, those working from home will be expected to complete an annual DSE assessment for their working environment and will be supported with the appropriate equipment. Where this is not reasonable or possible, appropriate office accommodation will be available.
- Flexitime is not an option for agile workers, individuals who wish to remain on a flexitime contract will be expected to work from an office location and follow the flexi-time policy regarding working hours.
- Flexitime has not been an option for new starters January 2020

- It is proposed that these arrangements are effective 1 April 2021. Staff electing to remain on flexi-time will be required to return to WCC settings at the first opportunity in the event of government advice that people should continue to work from home being withdrawn.

Appendix 4 – Online working protocols

To support the Agile Working Offer and support our wellbeing at work the following on-line protocols have been developed:

Protocol 1 - We will take ownership of our working day so that we balance work life and home life, whilst meeting the business needs

Here's some examples of what that this could look like in practice:

- Update your working hours in your Outlook calendar
- Block out time in your calendar so that others know when they can and can't book in meetings with you.
- Use the red, green and amber dots to let people know when you are and aren't available
- Set boundaries between work and home life

Protocol 2 - We will prioritise our wellbeing and take regular breaks

Here's some examples of what that would look like in practice:

- Get up, stretch, take exercise
- Block out time in your diary each day to take breaks and have time away from the screen
- Decline meetings if it means you will not have a break
- Try to schedule meetings to allow for breaks between meetings, for example; 25 minutes, 50 minutes
- Complete a DSE assessment for your workspace and remember you can currently claim reasonable in expenses for any additional equipment you may need or arrange to collect equipment from the office

Protocol 3 - We will be considerate of other people's commitments and wellbeing

Here's some examples of what that would look like in practice:

- Check other people's calendars before booking in a meeting with them
- Consider whether your meeting will mean the other person does not have a break
- Remember that other people may be working different hours to your working hours
- Finish meetings 5 or 10 minutes early if you can, to give people a break between meetings
- Be mindful when booking meetings of other individuals start, finish and lunchtimes and if you're unsure check with the individuals first
- Only send emails to people who need them – keep them short, clear, concise
- Share documents you want people to collaborate on (e.g. use OneDrive more) as it is quicker and easier than attaching documents to emails

Protocol 4 - We will stay connected with colleagues

Here's some examples of what that would look like in practice:

- Organise social meetings, e.g., virtual coffee breaks, team quizzes, use Yammer
- Maintain regular contact with your line manager
- Use Teams channels
- Agree how you will work and communicate together as a team, taking in to account business needs and individual circumstances - link to team principles