

Stakeholder	Feedback	Response
PHAG	<ol style="list-style-type: none"> <li data-bbox="869 236 1420 336">1. Strategy is missing cost benefit analysis of changing ways of working including the benefits to residents. <li data-bbox="869 453 1420 553">2. Employees to be available to meet the needs of the community and service users they support <li data-bbox="869 703 1420 804">3. It is important that the strategy recognises and support good mental health and wellbeing of our employees <li data-bbox="869 1171 1420 1235">4. Provision of appropriate technology is paramount 	<ol style="list-style-type: none"> <li data-bbox="1494 236 2049 411">1. Noted and included within the strategy This is an emerging strategy and some of the costs and benefits are not known at this stage, but this will be updated and reviewed regularly. <li data-bbox="1494 453 2049 692">2. Noted. It is anticipated that changes in ways of working will facilitate service reviews lead by each individual Assistant Director to ensure that employees are working in the right place and at the right time to perform their role and meet the needs of residents and service users. <li data-bbox="1494 703 2049 1161">3. Noted. Inclusion and wellbeing are at the heart of the strategy as one of the key themes. Looking after the mental health and wellbeing of our employees is as important as looking after physical health. In 2018, we signed up to the Time to Talk pledge for the first time and have continued to work to develop our mental health resources available to our employees. One example of this is during the lockdown period we provided tailored resilience session that were open to all staff. <li data-bbox="1494 1171 2049 1378">4. Noted. Through the Ways of Working Group, appropriate IT kit provision will be identified for each of the staff groups identified within the strategy alongside an appropriate business case. This will be reviewed and implemented through the

	<ol style="list-style-type: none"> 5. If managers are working more remotely from their teams, a change in performance management approach is required. 6. Development of opportunities for local people is important 	<p>existing IT Strategy and governance mechanisms.</p> <ol style="list-style-type: none"> 5. Noted. AS part of the strategy we will work to develop a manager development programme that includes guidance for our managers on how to manage by outcomes and productivity as opposed to presentism. 6. Noted. Within the Attracting and Retaining the Best People section fo the strategy a commitment to the development of apprenticeships and a “grow our own” approach to succession planning is made. By making full use of the apprentice levy this can be done in a cost effective manner.
SLT	<ol style="list-style-type: none"> 1. Welcomed the move towards Inclusion as the next step on our Equalities strategy. 2. Requirement to properly equip staff for new ways work working if we are to achieve work is a thing we do not a place we go ambitions 3. We have a diverse workforce so there will be no one size fits all approach. 4. Talent management and the ability to grow our own will help us tackle some of our resourcing challenges. 	<ol style="list-style-type: none"> 1. Noted and inclusion included as a key theme. 2. Noted. Through the Ways of Working Group, appropriate IT kit provision will be identified for each of the staff groups identified within the strategy alongside an appropriate business case. This will be reviewed and implemented through the existing IT Strategy and governance mechanisms. 3. Noted. Staff group categories have been included within the strategy to aid development of a workforce deal. 4. Noted. As part of the strategy we will seek to develop effective succession planning pathways and maximise the use of the apprentice levy.

Trade Unions	1. Workforce Strategy needs to aid transition to the public sector hub	1. Noted and reflected in the strategy.
Employee Pulse Survey (Short employee surveys have been conducted as since May 2020 to give real time feedback from the workforce about current ways of working and proposed future changes)	<ol style="list-style-type: none"> 1. Over 50% of employees surveyed noted that they worked better remotely as there are no office based distractions. 2. Over a third of those surveyed noted that improved IT kit would aid remote working 	<ol style="list-style-type: none"> 1. Noted. We aim to move towards a model of working on the right place for what you are doing with the office space being there for collaboration and shared learning. 2. Some quick wins were identified from the survey such as supplying laptop risers to those working at home and policy was implemented. A business case is now being build for future IT kit requirements in line with the workforce strategy and will be reviewed and implemented through existing IT governance arrangements.