High Level Agile Working Implementation Action Plan **May 2023**
Overview

The project has worked with a number of service areas as a trial to understand how agile working is best implemented to meet the customer needs, provide performance data and make the service as effective as possible in a new way of working. This has involved looking at the ICT requirements, the facilities needed, performance measures, management of staff and more. Alongside the work with specific services there has been a training programme for all managers and leaders within the organisation to help them with managing an agile workforce. The Policy has been developed with input and approval from CMT and 4th Tier CMT and this along with the feedback from the service areas has shown that it is now important to implement the policy for all staff. This has all been overseen and managed by the project board made up of Sue Hanley (Project Sponsor), Deb Poole (Senior User), Becky Talbot (Senior User) and Chris Wells (Project Manager).

Objective

The project board has used the learning from the trial service areas, the feedback from the Corporate Peer Challenge and response of the fourth tier CMT team to understand that the time is right to release the Agile Working Policy for all staff. Then following the policy being implemented it will then be important for all service areas to apply the new corporate policy being led by the Heads of Service and Fourth Tier Managers. The objective will be for the project team to facilitate the implementation, provide additional guidance where required and review the effectiveness of the implementation.

High Level Tasks

No	Action	Details	Owner	Completion Date
1	**Create a final version of the Policy for publication.**	The policy has been approved corporately and with Trade Unions having been briefed and the policy being shared with the regional representative. So now prior to publication to all staff a final version with cover will be produced with the help of the design team.	Becky Talbot/Design Team	May 2023
2	**Communicate with all of CMT and 4th Tier about the policy and the expectations on staff and managers.**	A session will be held with all of CMT and 4th Tier to provide an overview of the policy, the expectations on service areas and managers. This will make sure that they are all aware of what	Project Board	May 2023

		will be expected of them corporately.		
3	**Agile Working Policy launch and communication to all staff.**	The Agile Policy will be launched to the organisation and a communication plan will be developed to ensure that messaging goes out to all staff in a variety of ways to make sure they are aware of the policy, that it has been read and its impacts understood. This will be done through a variety of internal communication channels. A staff event where the practicalities of Agile working will be demonstrated, staff will have an opportunity to understand how the new set up in the offices will work for them as well as other support on offer. This is going to be held on June 14th for all staff to have the opportunity to attend.	Chris Wells/ Comms Team	June 2023
4	**Member Briefing**	All new and existing members to be briefed on the new policy and the implementation of Agile working by both Councils.	Project Board	June 2023
5	**Training and Development**	The mandatory manager training will be extended to allow all managers who have not yet attended the sessions on managing an agile workforce the chance to do so. Customer service training will also be provided for managers to help them to ensure their services remain customer focused and are providing the best customer service possible.	Phillippa Smith	December 2023
6	**Communication Plan - Continued**	A further round of communications will be put in place to make sure that as the policy and new ways of working continue to be implemented as expected and that all staff are aware of these.	Chris Wells/ Comms Team	December 2023
7	**Facility Development**	New working environments are being developed to allow staff to work in an agile way whilst in one of the Councils buildings. This will include new hotdesking spaces, suitable meeting rooms and quite spaces. This will also include a booking system to allow the spaces to be managed and used effectively.	Chris Wells and Neil Perrett	September 2023
8	**Implementation Review**	As the policy is implemented there will be a review process to look at how this is being achieved service by service and corporately. There will also be the opportunity for shared	Chris Wells	December 2023

		learning across the organisation.		
9	**Lessons Learned Review**	The implementation phase of the project has a scheduled completion date of December 2023. However, the project board recognise that the implementation across the organisation will take time to embed. The project will be carried out alongside the new policy so it will be important to do a lessons learned review in order to ensure the policy remains fit for purpose.	Project Board	March 2024