TIMEWISE
IMPROVEMENT PLAN TEMPLATE

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This template provides space to explain your flexible working aspirations and your plans for improvement, against each of the five workstreams that make up the Timewise Flexibility Framework:

- Leadership
- Flexible working
- Flexible hiring
- Flexible progression
- Flexible advocacy

We recommend your improvement plan comprises of SMART objectives (Specific, Measurable, Attainable, Relevant, Time-bound) and demonstrates a clear sense of what outcomes and impact the council is seeking to achieve, whether internally or externally.

Please feel free to attach any further documents to support and evidence your submission.

Completed submissions should be sent to:

Melissa.Buntine@timewise.co.uk

Submissions are usually assessed in 5-10 working days.

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1. Your aspirations

Please use this section to briefly summarise:

- Why you are seeking Timewise Accredited status

- How this fits with your broader workforce objectives?

- The impact you hope to achieve through better use of flexible working among your workforce and in the local labour market

Nottinghamshire County Council is seeking Timewise accreditation as one of the key aims within our People Strategy is to become an Employer of Choice. The organisation considers flexible working opportunities as one of many tools which will ensure we continue to attract and retain the best people who share our values and who are invested in making this Council a success and who in return feel invested in by the Council as their chosen employer.

In the light of the Covid pandemic the council has developed a Workforce Recovery & Resilience Action Plan which sits within the context of cross-cutting, transformation, an increasingly challenging financial position and ongoing Covid situation requiring us to work differently and more efficiently and the political dynamic in the run-up to the election in May 2021 and beyond. It recognises that the Council's workforce is its most valuable asset and this position has been reinforced by the contributions of so many during the Covid outbreak. Their safety and that of service users continues to be of primary importance. It also recognises that some people have continued to work with little change since the pandemic outbreak whilst for others the changes have been radical.

The Adult Social Care, Improvement and Change Portfolio details our intention to review our employment offer and to scope outwork required from a Social Care and Public Health perspective to improve access to employment for disabled people /people with long term health conditions, supporting them to be economically active in their local communities. One in three adults in the working age population have a long-term health condition. The implementation of flexible working practices will assist the authority in achieving this by presenting employment opportunities for people who may require flexibility in their employment due to a disability or long-term health condition.

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Personnel Committee has agreed to further work being undertaken to fully understand the links between flexible working and attendance so we can utilise this information to improve sickness absence overall. Alongside further examination of the positive benefits of flexible working on absence generally and how it can enhance the existing package of support for employees.

It is part of the Council's strategy to reduce the amount of office space by introducing mobile technology solutions and more flexible ways of working to obtain value for money and supports a workforce able to work flexibly, where and when it best suits them, their customers and service users. Driving change and transformation to support the creation of a modern and efficient Council.

The Council wants to further develop and build on the work already achieved in offering Part-time/flexible Apprenticeships to continue to make them accessible to people with caring responsibilities, disabilities or long-term health conditions which would prevent them from undertaking a full-time role.

Caring responsibilities impact on work and family life, one in seven workers in the UK are juggling work and care. Flexible working approaches will help retain existing employees who have caring responsibilities and provide meaningful employment opportunities for potential candidates with caring responsibilities therefore enhancing out recruitment and retention package.

The Council's workforce overall is an aging workforce, with over 58.6% of it currently being aged 46 or over. The workforce in the UK in general is ageing, with one in five workers not expecting to retire until they are over seventy. Flexible working and job design are needed to enable people to remain active and productive in the workforce later in life. A successful flexible retirement package and flexible working options will be key to facilitating this.

The connection between health and employment are strong therefore it is important to develop our work places to be settings that facilitate good health and wellbeing. Effective job design and flexible working options can help to create jobs that actively support and nurture health and wellbeing and therefore have a positive effect on attendance management.

One of the key ambitions within the Council's People Strategy is "to recruit the right people with the right knowledge , skills and experience working in the most efficient and effective way to ensure value for money and access to high quality services for local people; support their communities and encourage business and visitors into the County". To achieve this, we aim to present an attractive proposition to future candidates and continue to explore ways of doing thing differently.

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With a national shortage of qualified Social Workers means that it's a highly competitive recruitment market. If NCC can offer an attractive flexible working package, in addition to other initiatives it is hoped that recruitment within in this sector can be more effective and reduce agency costs.

2. Leadership

Where are you now? *(Your self-assessment including key findings from the Flexibility Audit)*
Fewer part- time/flexible workers at a senior level although the recent pandemic has forced many employees within the authority to work remotely. This has resulted in some senior leaders and members sharing their experiences of working remotely which has provided some roles models amongst senior leadership teams. With the sudden shift to remote working for some Managers it has been identified that there is a requirement to upskill and develop managers to enable them to manage a remote/flexible workforce effectively. Self-rostering already established within some of our Children Residential settings need to explore if and how this could be facilitated in other front- line services. Full endorsement by Senior Leaders and Members.
Where you would like to be? *(Your ambition for improvement in the medium-term (2-3 years))*
More role models demonstrating the different flexible working options not just remote working and to use various communication channels such as videos on internal intranet, Team Talk and case studies of how it can work effectively to be used within training material.

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Managers are equipped and trained in managing a remote/flexible workforce and understand that it is a tool which can be used to enable their services to deliver its goals effectively.

Create a culture where managers are open to talking to staff about working flexibly regularly.

Build on work and activities underway before pandemic e.g. strength-based approaches, leadership development, coaching, flexible working (Timewise+), good employer/employer of choice.

Your key actions *(including actions that have been taken in preparation for this submission as well as planned activities planned for the future)*

Endorsement of this action plan from Personnel Committee and Senior Leaders. (January 2021)

To identify senior leaders that can role model flexible working and job design. (January – April 2021)

Case studies of senior role models to be communicated to all staff (January to April 2021)

Monitor and record flexible working requests and report to Personnel Committee and senior leaders on the progress made. Collection of Data to commence April 2021.

Ensure our learning and development offer in respect of recruitment & selection training incorporates flexible working and job design. (September 2021)

Develop or incorporate into existing training how to manage a flexible/remote workforce. (September 2021)

Senior leaders to maintain flexible working on the agenda and key aspect of the Council's People Strategy. (Ongoing)

Continue to engage with Partners at Timewise to monitor and progress action plan and source the latest initiatives and management materials (Ongoing basis)

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3. Flexible working

Where are you now? *(Your self-assessment including key findings from the Flexibility Audit)*
One of the key finding from our flexible working audit is that the 48% of the workforce are working under a flexible working agreement. Although 49% of the workforce earn under £20,000, 40% of which are part time. Only 8% earning under £20,000 work flexibly (2% remotely) compared to 15% of the workforce that earn £30,000 - £40,000 (15% remotely) The organisation does no currently centrally log flexible working requests therefore we do not have any data regarding the number of successful requests or why requests might be declined. HR are therefore unable to identify any areas where managers may need some additional guidance or support. Also make the application process electronic will facilitate collection of data. The authority has a variety of flexible working initiatives and polices which provide good coverage and a positive and helpful message throughout. However, it would be easier for managers to be able to locate all the relevant polices, initiatives and links to relevant training within one place on the Managers Resource Centre. Current Flexible working policy highlights the different flexible options available and asks the employee to consider the impact of their proposed new working pattern on the service and colleagues. Employee must have completed 26 weeks continues services with the authority before being able to make an application and only one application can made within a 12-month period and will usually result in a permanent change to the employee's terms and conditions of employment. The Authorities Flexitime scheme highlights the business case for flexible working and also the benefits for the employee. A Flexible retirement option is available for employees to facilitate their transition from working life to retirement. This helps the authority to develop a balanced age profile within the workforce by retaining older workers and keeping their skills, knowledge and expertise within the workplace.

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Self-rostering already established within some of our Children Residential settings need to explore if and how this could be facilitated in other front-line services.

Where you would like to be? *(Your ambition for improvement in the medium-term (2-3 years))*

Increased number of flexible working requests accepted resulting in a reduction in appeals and facilitate staff retention. (June 2021)

Increased flexible working within frontline services. (December 2021)

Managers consider flexible working options at all stages of the employment cycle from Job Design, recruitment and throughout employment. (April 2021)

Utilise more effectively exit data and employee survey information to inform how flexible working is impacting on our recruitment and retention strategies. (October 2021)

Flexible retirement continues to be utilised to retain experienced employees. (Ongoing)

Develop a centralised electronic flexible working application process so that data can be recorded to enable evaluation and monitoring of the process. (July 2021)

Create a culture where mangers initiate the conversation about flexible working and not just wait for requests. (Ongoing)

To be able to understand the links between flexible working and attendance. (December 2021)

All Flexible working options and initiatives are stored in a central location. (December 2021)

Capture what do we want to retain in terms of good learning and positives from how people worked and responded during the first phase of the emergency and build from here – harness positivity, engagement and retain momentum to move forward with pace whilst guarding against the opportunity to slip back into previous ways of working. (June 2021)

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Establish hybrid workspaces blending physical and virtual office space. (Throughout 2021)
Your key actions *(including actions that have been taken in preparation for this submission as well as planned activities planned for the future)*
To review the Exit Interview pro-forma to include questions about flexible working to be able to identify if this is a factor in retention. (October 2021)   Further work to be undertaken to fully understand the links between flexible working and attendance so we can utilise this information to improve sickness absence overall. Alongside further examination of the positive benefits of flexible working on absence generally and how it can enhance the existing package of support for employees. (December 2021)   Promote flexible working and various options within the Frontline Services and undertake a series of workshops where learning and experiences can be shared and to explore how flexible working can be developed and utilised as a successful management tool. (December 2021)   Co-locate all flexible working polices and material's on intranet. (July 2021)   Make a public statement on our recruitment portal "landing pages" pages about how the authority supports flexible working. (April 2021)   Develop a centralised electronic flexible working application process with IT colleagues so that data can be recorded to enable the evaluation and monitoring of process. (April 2021)   Collaborate with colleagues in our Workforce and Organisational Development Team to identify appropriate training material to provide managers with the skills and confidence to initiate flexible working discussions, Job design, flexible recruitment and effectively manage and lead remote workers. (April 2021)   Continue to engage and inform the "Smarter Way's of working programme" to strengthen the link between flexible working and agile working so that the workforce is equipped to embrace flexible working initiatives and managers act as advocates to encourage employees to embrace change. (Ongoing)

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Analyse findings of departmental specific survey(s) undertaken alongside the Corporate Survey in June 2020 to identify things which staff value the most to embed in our culture moving forward. Use this analysis to identify key actions around flexible working. (October 2020)

Promote trust in employees through the revised smarter working vision and expanded flexible working provision with less emphasis on traditional job descriptions and when/ where work is undertaken and greater focus on achieving targets and goals. (October 2020)

Monitor the partial reoccupation of Council buildings to evaluate the success and to draw any learning from the work undertaken to date. (Ongoing)

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4. Flexible hiring

Where are you now? *(Your self-assessment including key findings from the Flexibility Audit)*
Lack of flexible working within job design. 704 vacancies were advertised externally and 464 advertised externally, 291 were advertised with explicit reference to flexible working options, externally. This has resulted in an inconsistent message regarding flexible working within job adverts. No recording of the number of appointments made with flexible working agreed at point of hire. Lack of detailed information about flexible working within Onboarding activities and recruitment.
Where you would like to be? *(Your ambition for improvement in the medium-term (2-3 years))*
Managers are enabled and skilled to be able to undertake flexible job design and recruitment. Recruitment portal "landing pages" advertise that NCC posts will be open to flexible working and promote we are a flexible employer. Record better data regarding flexible hiring to enable to organisation to measures its success and identify areas for improvement ensure that we are attracting the right people for the right jobs.
Your key actions *(including actions that have been taken in preparation for this submission as well as planned activities planned for the future)*
Review Vacancy Control form to include questions about whether the role is available for flexible working (April 2021) Utilise the Timewise job board for flexible roles. (January 2021 and onwards) Develop recruitment and selection training to include flexible working discussions and job design. (April 2021) Work with Recruitment and Advertising team to ensure we are capturing the right data about flexible hiring. (July 2021)

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5. Flexible progression

Where are you now? *(Your self-assessment including key findings from the Flexibility Audit)*
Following the pandemic most senior leaders have been working remotely and been an advocate for change by embracing technology. Their experiences have been shared with the organisation via video messages and remote meeting from the Chief Executive downwards. Limited number of part-time role models at senior level (Band F and above) Unable to monitor flexible working requests and outcomes at any level within the organisation as this information is not recorded centrally. Unable to assess data as to whether Flexible working is a factor in people's decision to leave the organisation as we don't collect this information from our exit interviews. Currently support and provide a number of part-time/flexible working Apprenticeships. In the main these are currently provided to existing internal candidates as part of their development. Also have a number of relief/part-time workers within our Adult Social Care Department undertaking Apprenticeships.
Where you would like to be? *(Your ambition for improvement in the medium-term (2-3 years))*
To be able to collate and review data regarding flexible working requests so we can monitor flexible working arrangements at all levels within the organisation to be able to identify any role models or areas for improvement. To be able to provide Part-time/Flexible working Apprenticeships to more external candidates to make them more accessible to people with caring responsibilities, disabilities or long-term health conditions which would prevent them from undertaking a full-time role.

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Managers undertake regular flexible working dialogue within their teams.

To be able to promote role models and case studies where progression has taken place whilst working flexibly within our flexible working pages on the intranet and in Team Talk

Managers are informed of how flexible working can be used as an effective tool to attract the best candidates, retain experienced employees and more effectively deliver services particularly in hard to recruit areas such as Social Care, to help reduce costs spent on Agency fees

Your key actions *(including actions that have been taken in preparation for this submission as well as planned activities planned for the future)*

Develop a centralised electronic flexible working application process with IT colleagues so that data can be recorded to enable the evaluation and monitoring of the process. (April 2021)

To work with appointing officers and training providers to be able to provide Part-time/Flexible Apprenticeships to more external candidates. Communication of the options and benefits to appointing officers about Part-Time/Flexible Apprenticeships and work with training providers to be able extend the duration of the programme to make these options viable. (March 2022)

To establish mechanisms for regular flexible working dialogue via Team Talk, Team Meetings, and Employee Performance Development Reviews. (July 2021)

Produce role model cases studies where progression has taken place whilst working flexibly. Promote via Team Talk, Intranet pages and our My Learning My Career platform. (October 2021)

Collaborate with Senior Leadership Teams to develop Workshops with managers to look at how flexible working can be used as an effective tool within their service areas to attract the best candidates, retain experienced employees and more effectively deliver services. (Throughout 2021)

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6. Flexible advocacy

Where are you now? *(Your self-assessment including key findings from the Flexibility Audit)*
Attended Timewise workshops and seminars Smarter Working Programme which aims to enable teams to work comfortably as well as productively through better use of technologies. Reducing travel time and saving costs by using on line meetings and conferencing. A positive working relationship with our Trade Union who are supportive of the work we are undertaking with Timewise. Have the support of Senior Leaders and Members to achieve our Timewise Accreditation and continue to develop and grow flexible working within the organisation.
Where you would like to be? *(Your ambition for improvement in the medium-term (2-3 years))*
To be known as an "Employer of choice" that considers flexible working opportunities as one of many tools which will ensure we continue to attract and retain the best people who share our values and who are invested in making this Council a success and who in return feel invested in by the Council as their chosen employer. (January 2022) To be able to promote positive examples of flexible working on our external Internet and recruitment portal "landing pages". (April 2021) Undertake employee and manager engagement workshops to maintain flexible workings positive profile and how it can be used as an effective business tool. (To be arranged to take place throughout 2021) To work with external partners, contractors and preferred supply agency to promote flexible working initiatives and values. (Continually)

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To be able to regularly share learning with other organisations and Local Authorities.

Your key actions *(including actions that have been taken in preparation for this submission as well as planned activities planned for the future)*

To promote through our external communication networks and channels, in particular our internet page and recruitment Onboarding pages our aspiration to be an Employer of choice that considers flexible working opportunities as one of many tools which will ensure we continue to attract and retain the best people who share our values and who are invested in making this Council a success and who in return feel invested in by the Council as their chosen employer. (January 2022)

To promote positive examples of flexible working on our external internet and recruitment portal "landing pages". (April 2021)

Arrange virtual employee and manager engagement workshops to maintain flexible workings positive profile and how it can be used as an effective business tool. Focus on their particular service to troubleshoot any perceived or actual barriers to service delivery that flexible working may present. (To be arranged to take place throughout 2021)

Establish appropriate mechanisms to promote flexible working initiative and values with our contractors and preferred supply agency. (Throughout 2021)

Establish forums to share learning with other organisations and Local Authorities. This can be achieved via the Five Counties network, Local Government Association, and other network forums.

Use outputs from Timewise workshop on 8th July 2020 to develop a further range of actions to embed a new model of flexible working into the organisation. (October 2020)

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7. Your summary action plan

Work stream	Main activities	Expected outcome	Success indicators
Leadership	Endorsement of this action plan from Personnel Committee (January 2021) (Gill Elder, Head of HR)	Full endorsement by Members of Personnel Committee	Personnel Committee are aware and supportive of the work being undertaken by the Council in fulfilling it ambitions detailed within this improvement plan
	Identify senior leaders that can role model flexible working and job design, then produce case studies to be communicated to all staff (January to April 2021, Michelle Richardson, HR Business Partner – Senior Practitioner)	Senior leaders role model flexible working and job design and promote this via Team Talk, intranet and recruitment Onboarding and internet pages	Morel senior leaders beginning to work flexibly and promoting this within the organisation
	Monitor and record flexible working requests and report to Personnel Committee and senior leaders. Collection of Data to commence (April 2021 Michelle Richardson, HRBP -Senior Practitioner)	A method of recording all flexible working requests established to enable regular monitoring of progress and feedback to Personnel Committee	To be able to collate data regarding flexible working requests
	Ensure our learning and development offer in respect of recruitment & selection training	Managers are aware and have the appropriate skills to incorporate	Job Design and flexible working are established at the early stage of the

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Leadership	incorporates flexible working and job design. (September 2021, Lyndsey Woolmore, Senior Business Partner, Workforce & Organisational Development)	flexible working and job design when advertising vacancies.	recruitment process for most vacancies.
	Develop or incorporate into existing training, how to manage a flexible/remote workforce. (September 2021 Lyndsey Woolmore, Senior Business Partner, Workforce & Organisational Development)	Managers have the skills and confidence to effectively manage and support a flexible/remote workforce.	More flexible working application approved as managers have the skills and confidence to able to support an employee to work flexibly or remotely.
	Senior leaders to maintain flexible working on the agenda and key aspect of the Council's People Strategy. (Ongoing, Gill Elder, Head of HR)	Flexible Working is a key feature of the Councils People Strategy.	Flexible Working remains a feature of the Councils People Strategy and is endorsed by senior leaders
	Continue to engage with Partners at Timewise to monitor progress of action plan and source the latest initiatives and management materials. (Ongoing, Gill Elder, Head of HR.)	Build on existing relationship with Timewise to facilitate the development and growth of the improvement plan	Actions within improvement plan are completed

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Flexible working	Undertake actions detailed within the Workforce Recovery & Resilience Action Plan requiring us to work differently and more efficiently.(Workforce Recovery Group. September 2020 – May 2021)	Create and foster an inclusive flexible working environment where the differing needs of colleagues are recognised and respected alongside service needs.	Flexible working is embedded into the organisations working culture
	To review the Exit Interview pro-forma to include questions about flexible working to be able to identify if this is a factor in retention. (June 2021, Michelle Richardson, HR Business Partner – Senior Practitioner)	Data is available from Exit Interviews to be able to assess if flexible working is a factor in people's decision to leave the organisation	Increased awareness about whether flexible working is a factor in people's decision to leave the organisation and allow for action to be taken to address this and increase retention
	Further work to be undertaken to fully understand the links between flexible working and attendance. (December 2021, Gill Elder, Head of HR)	Utilise this information to improve sickness absence overall. Alongside further examination of the positive benefits of flexible working on absence generally and how it can enhance the existing package of support for employees	Flexible working is utilised as a tool to help reduce sickness absence and enhance existing packages of support for employees

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	Promote flexible working within frontline services and undertake a series of workshops where learning and experiences can be shared with the managers of these services to explore how flexible working can be developed and utilised as a successful management tool. (Complete by 2021, Michelle Richardson, HRBP – Senior Practitioner)	Workshops with managers of frontline services undertaken	Workshops attended and number of flexible working requests approved are increased within frontline services
	Co-locate all flexible working polices and material's in central location on intranet. (July 2021, Michelle Richardson, HRBP – Senior Practitioner)	All flexible working material is co-located in the same place on the intranet	Managers are able to easily locate all flexible working material and have a greater awareness of the options and procedures.
	Make a public statement on our recruitment portal "landing pages" about how the authority supports flexible working. (April 2021, Michelle Richardson, HR Business Partner – Senior Practitioner)	A statement is published on our recruitment portal "landing pages" about how the authority supports flexible working therefore, attracting more candidates of a higher quality	Attract more candidates of a higher quality to vacancies
	Develop a centralised electronic flexible working application process	Data can be recorded regarding the volume and outcomes of flexible working requests.	Ability to evaluate and monitor flexible working request process.

	with IT colleagues. (April 2021, Michelle Richardson, HR Business Partner- Senior Practitioner)

Collaborate with colleagues in Workforce and Organisational Development to identify appropriate training material for managers regarding flexible working, job design, flexible recruitment and how to effectively manage remote workers (April 2021, Michelle Richardson, HRBP- Senior Practitioner & WOD)

Continue to engage and inform the "Smarter Ways of working programme". (Ongoing, Michelle Richardson, HRBP – Senior Practitioner) | Managers have the skills and confidence to initiate flexible working discussions and manage flexible workers effectively

Strengthen the link between flexible working and agile working so that the workforce is equipped to embrace flexible working initiatives. | An increase in approvals therefore reduction in appeals and improve retention.

Managers act as advocates to encourage employees to embrace change leading to an increase in the uptake of flexible working initiatives. |
| **Flexible hiring** | Review Vacancy Control request form to include questions about whether the role is available for flexible working (April 2021, Michelle Richardson, HRBP – Senior Practitioner with Recruitment & Advertising colleagues) | Incorporate Flexible working and job design at the early stages of the recruitment process. | Increase in the number of roles advertised flexibly |

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	Utilise the Timewise job board for flexible roles. (January 2021 and onwards, all recruiting managers for appropriate posts)	Expand advertising opportunities	Increase in number of flexible workers employed and attract a higher calibre of candidates.
	Develop recruitment and selection training to include flexible working discussions and job design. (April 2021, Michelle Richardson, HRBP – Senior Practitioner)	Managers have a greater awareness of how to design jobs to be worked flexibly and how it can be used as an effective recruitment tool	Increase in the number of roles advertised as flexible
	Work with Recruitment and Advertising team to ensure we are capturing the right data about flexible hiring. (July 2021, Michelle Richardson, HRBP – Senior Practitioner)	Data is collated and available for analysis regarding flexible hiring.	Increase in the number of new starters working flexibly
Flexible progression	To work with appointing officers and training providers to be able to provide Part-time/Flexible Apprenticeships to more external candidates. (December 2021, Michelle Richardson, HRBP – Senior Practitioner & Lyndsey Woolmore, Business Partner – Apprenticeships & Work Experience)	Communicate the options and benefits to appointing officers about PT/Flexible Apprenticeships and work with training providers to be able extend the duration of the programme to make these options viable.	More Apprenticeships recruited to on a Flexible working basis

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	To establish mechanisms for regular flexible working dialogue between managers and employees (July 2021, Michelle Richardson, HRBP – Senior Practitioner & Communications Team)	Utilise internal communication channels such as Team Talk, Team Meetings, and Employee Performance Development Reviews to promote flexible working and progression.	Flexible working is not a barrier for progression and more senior leaders work flexibly
	Produce role model cases studies where progression has taken place whilst working flexibly. (October 2021)	Promote cases studies via Team Talk, Intranet pages, Team Meetings and our My Learning My Career platform to demonstrate that flexible working is not a barrier to progression	Increase in senior leaders' workers flexibly.
	Collaborate with Senior Leadership Teams to develop Flexible Working Workshops. (Throughout 2021)	Enable managers to look at how flexible working can be used as an effective tool within their service areas.	Attract the best candidates, retain experienced employees and more effectively deliver services
Flexible advocacy	To promote externally our aspiration to be an Employer of choice that considers flexible working opportunities as one of many tools which will ensure we continue to attract and retain the best people who share our values and who are invested in making this	Undertake promotion through our external communication networks, in particular our internet pages and recruitment portal "landing pages"	NCC is considered an employer of choice and this is promoted to the residents of Nottinghamshire

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	Council a success and who in return feel invested in by the Council as their chosen employer. (Throughout 2021, Michelle Richardson, HRBP – Senior Practitioner)		
	To promote positive examples of flexible working internally and externally. (April 2021, Michelle Richardson, HRBP – Senior Practitioner)	Promotion of positive examples of flexible working on recruitment portal "landing pages" and Team Talk, Team Meetings and internet.	Increase in the number of candidates applying for vacancies and increased retention resulting in NCC being considered as an employer of choice
	Arrange virtual employee and manager engagement workshops on flexible working. (To be arranged to take place throughout 2021, Michelle Richardson, HRBP – Senior Practitioner)	Workshops are undertaken to maintain flexible workings positive profile and how it can be used as an effective business tool where we can focus on their particular service to troubleshoot any perceived or actual barriers to service delivery that flexible working may present	Managers confident to initiate and undertake conversations on their own with employees about flexible working
	Establish appropriate mechanisms to promote flexible working initiatives and values with our contractors and preferred supply agency. (Throughout 2021, Michelle	Understand how contractors and preferred supply agency adopt flexible working values and behaviours	Values and behaviours around flexible working are embraced by contractors and preferred supply agency.

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	Richardson, HRPB – Senior Practitioner) Establish forums to share learning with other organisations and Local Authorities. (Ongoing, HRBP's via existing networks)	Meet with other organisations and Local Authorities through the Five Counties network and Local Government Association networks	NCC considered as an exemplar by others who continually strive to improve and learn from others.

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