

## LGA RECOVERY AND RENEWAL PANEL-KEY REFLECTIONS: INTEGRATION PLAN

JUNE 2022

| THEME                         | ACTION   | INTEGRATION APPROACH   |
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| Workforce and ways of working | Now is a good time to reflect on where the Council is on its journey toward hybrid working and ensure that Member and staff engagement is embedded to ensure success | <ul style="list-style-type: none"> <li>• People Strategy Action Plan               <ul style="list-style-type: none"> <li>○ Refreshed policies and guidance on flexible working, hybrid working, performance management</li> <li>○ Refresh recruitment adverts that target remote/flexible workers</li> </ul> </li> </ul>  |
|                               | Supportive leadership from Cabinet and Chief Officers is essential in ensuring the Council's workforce continue to be committed at a time of significant change.     | <ul style="list-style-type: none"> <li>• SOLACE leadership development programme for Cabinet and CLT</li> <li>• LGA-DMA review-realignment of roles and capacity</li> <li>• People Strategy-enhance focus on succession planning, development and promotion from within.</li> <li>• Reinforce via Leadership Forums</li> <li>• Reinforce via Blogs/Vlogs/Key Messages</li> </ul> |
|                               | Apply lessons learned from the pandemic to better understand the resilience and upcoming challenges.   | <ul style="list-style-type: none"> <li>• People Strategy-Review of recruitment and retention strategy</li> <li>• LGA-DMA review-realignment of roles and capacity to areas of greatest priority need</li> <li>• Employee Survey 2022</li> <li>• Service Review Programme</li> </ul>  |
|                               | Refresh of the health and wellbeing offer.   | <ul style="list-style-type: none"> <li>• Employee Survey 2022</li> <li>• Refresh the ADC-HWB Strategy and delivery plan</li> </ul>   |
|                               | Think more radically about ADC's approach to recruitment and retention. Utilise the opportunities afforded by devolution   | <ul style="list-style-type: none"> <li>• Instigate opportunities and work on shared resources, resilience, capacity through</li> </ul>   |

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|  |   | <p>Devolution Deal and work streams e.g. Public Sector Reform.</p> <ul style="list-style-type: none"> <li>• People Strategy-existing commitment to external fundamental review of ADC's approach to recruitment and retention including incentives and rewards.</li> <li>• Via LGA, seek case studies of higher levels of risk appetite adopted by other LA's regarding recruitment and retention</li> </ul> |
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| Recalibration of the functions and contributions from Members and officers | Collaboration continues to be important whilst recognising the need to return to some form of normality and separation of duties between Members and officers.  | <ul style="list-style-type: none"> <li>• SOLACE leadership development programme for Cabinet and CLT</li> <li>• LGA-DMA review-realignment of roles and decision-making boundaries/parameters</li> </ul>   |
|  | Work with SOLACE and LGA is important to Ashfield in the recalibration of the respective roles  | <ul style="list-style-type: none"> <li>• SOLACE leadership development programme for Cabinet and CLT</li> <li>• LGA-DMA review-realignment of roles and decision-making boundaries/parameters</li> </ul>   |
|  | Both the Cabinet and senior officers have a vital and distinct role in representing the district in utilising all opportunities to exert full influence.  | <ul style="list-style-type: none"> <li>• SOLACE leadership development programme for Cabinet and CLT</li> <li>• LGA-DMA review-realignment of roles and decision-making boundaries/parameters</li> <li>• Strategic Partnerships-Review of ADC Member and officer representation and maximising degree of influence</li> </ul>  |
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| Devolution and resource implications                                       | It is important for the Council to undertake an urgent and realistic assessment of the capacity needed to influence the devolution agenda whilst at the same time delivering on its ambitious place shaping aspirations | <ul style="list-style-type: none"> <li>• LGA-DMA review-realignment of roles and decision-making boundaries/parameters</li> <li>• CEO review of senior leadership structure, capacity and responsibilities</li> </ul>  |
|  | Has ADC fully taken stock of, and considered, the impact devolution could have on Ashfield?   | <ul style="list-style-type: none"> <li>• LGA-DMA review-realignment of roles and decision-making boundaries/parameters</li> <li>• CEO review of senior leadership structure, capacity and responsibilities</li> </ul>  |

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|                   | How can ADC maximise Ashfield's influence in its role as a devolution pathfinder?  | <ul style="list-style-type: none"> <li>• LGA-DMA review-realignment of roles and decision-making boundaries/parameters</li> <li>• CEO review of senior leadership structure, capacity and responsibilities</li> </ul>  |
|                   | It is essential that ADC continues its efforts to build effective relationships outside of the organisation in order to achieve the greatest benefit for the residents of Ashfield. Gaining the greatest possible benefit from devolution will depend to a great extent on how effectively ADC engages at all the relevant 'tables' as this agenda evolves.                              | <ul style="list-style-type: none"> <li>• LGA-DMA review-realignment of roles and decision-making boundaries/parameters</li> <li>• CEO review of senior leadership structure, capacity and responsibilities</li> <li>• Strategic Partnerships-Review of ADC Member and officer representation and maximising degree of influence</li> </ul> |
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| The 'Golden Rope' | Ensure learning and opportunities from Covid are knitted into the forthcoming five-year Strategic Direction (2022-2027) for Ashfield and the underpinning annual refresh of the Council's Corporate Plan-Action Plan- that would explicitly link resources to the achievement of future priorities whilst ensuring that existing services can continue to be provided to a high standard | <ul style="list-style-type: none"> <li>• 2022-27 refresh of Strategic Direction</li> <li>• Annual refresh of Corporate Plan-Delivery Plan</li> <li>• Review and update of Corporate Plan Priorities aligned to new political administration (2023)</li> </ul>  |
|                   | Ensure that the Corporate Plan reflects the political ambition of the administration.  | <ul style="list-style-type: none"> <li>• 2022-27 refresh of Strategic Direction</li> <li>• Annual refresh of Corporate Plan-Delivery Plan</li> <li>• Review and update of Corporate Plan Priorities aligned to new political administration (2023)</li> </ul>  |
|                   | Ensure digitisation is carefully embedded within the workings of the Council and facilitate appropriate training for all staff involved together with clear messaging for service users.   | <ul style="list-style-type: none"> <li>• LGA-DMA review-realignment of leadership, roles and capacity</li> <li>• Embed IT-Personas and required level of digital skills for all employees</li> <li>• DST-Communications Strategy</li> <li>• Service Review Programme</li> </ul>  |
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| Managing commercial risk | ADC should consider implementing a Commercial Risk Mitigation and Opportunity Tracker across the Council's Capital Programme | <ul style="list-style-type: none"><li>• Corporate Risk Register</li></ul> |
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