

Corporate Select Committee

Date: **Monday 17 January 2022**

Time: **2pm**

Venue: **Council Chamber, County Hall, Martineau Lane, Norwich**

Membership:

Cllr A Birmingham
Cllr S Blundell
Cllr S Clancy
Cllr E Colman (Chair)
Cllr N Daubney
Cllr B Duffin
Cllr L Hemsall

Cllr J James
Cllr T Jermy
Cllr K Mason Billig (Vice-Chair)
Cllr B Price
Cllr V Thomson
Cllr K Vincent

Advice for members of the public:

This meeting will be held in public and in person.

It will be live streamed on YouTube and, in view of Covid-19 guidelines, we would encourage members of the public to watch remotely by clicking on the following link:

https://www.youtube.com/channel/UCdyUrFjYNPpPg5psa-LFIJA/videos?view=2&live_view=502which

However, if you wish to attend in person it would be most helpful if, on this occasion, you could indicate in advance that it is your intention to do so. This can be done by emailing committees@norfolk.gov.uk where we will ask you to provide your name, address and details of how we can contact you (in the event of a Covid-19 outbreak). Please note that public seating will be limited.

Councillors and Officers attending the meeting will be taking a lateral flow test in advance. They will also be required to wear face masks when they are moving around the room but may remove them once seated. We would like to request that anyone attending the meeting does the same to help make the event safe for all those attending. Information about symptom-free testing is available [here](#).

A g e n d a

1. To receive apologies and details of any substitute members attending

2. Minutes

To receive the minutes of the previous meeting held on 15 November 2021

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3. Members to Declare any Interests

If you have a **Disclosable Pecuniary Interest** in a matter to be considered at the meeting and that interest is on your Register of Interests you must not speak or vote on the matter.

If you have a **Disclosable Pecuniary Interest** in a matter to be considered at the meeting and that interest is not on your Register of Interests you must declare that interest at the meeting and not speak or vote on the matter

In either case you may remain in the room where the meeting is taking place. If you consider that it would be inappropriate in the circumstances to remain in the room, you may leave the room while the matter is dealt with.

If you do not have a Disclosable Pecuniary Interest you may nevertheless have an **Other Interest** in a matter to be discussed if it affects, to a greater extent than others in your division

- Your wellbeing or financial position, or
- that of your family or close friends
- Any body -
 - Exercising functions of a public nature.
 - Directed to charitable purposes; or
 - One of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union);

Of which you are in a position of general control or management.

If that is the case then you must declare such an interest but can speak and vote on the matter.

4. To receive any items of business which the Chairman decides should be considered as a matter of urgency

5. Public Question Time

Fifteen minutes for questions from members of the public of which due notice has been given. Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk) by **pm Wednesday**

12 January 2022. For guidance on submitting a public question, view the Constitution at www.norfolk.gov.uk/what-we-do-and-how-we-work/councillors-meetingsdecisions-and-elections/committees-agendas-and-recent-decisions/ask-aquestion-to-a-committee

6. Local Member Issues/Questions

Fifteen minutes for local member to raise issues of concern of which due notice has been given. Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk) by **5pm on Wednesday 12 January 2022.**

7. 2021 Staff Survey 'Our Voice Our Council': Analysis, Engagement and Action Planning and Planning for 2022 Staff Survey **Page 12**

Report by the Executive Director for Strategy & Transformation

8. Gender Pay Gap & Workforce Equality, Diversity and Inclusion Plan **Page 21**

Report by the Executive Director for Strategy & Transformation

9. Strategy development and business planning at NCC **Page 45**

Report by the Executive Director for Strategy & Transformation

10. Forward Work Plan 2022/23 **Page 54**

Note by the Executive Director for Strategy & Transformation

Tom McCabe
Head of Paid Service
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Date Agenda Published: 7 January 2022



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Corporate Select Committee

Minutes of the Meeting Held on 15 November 2021 at
2pm in Council Chamber, County Hall, Martineau Lane Norwich NR1 2DL

Present:

Cllr E Colman (Chair)
Cllr A Birmingham
Cllr S Blundell
Cllr S Clancy
Cllr B Duffin
Cllr L Hemsall

Cllr J James
Cllr T Jermy
Cllr K Mason Billig
Cllr B Price
Cllr V Thomson
Cllr K Vincent

Substitute Members Present:

Cllr Tony White for Cllr Nick Daubney

Also Present:

Cllr Andrew Jamieson
Cllr Margaret Dewsbury
Cllr Tom Fitzpatrick

Cabinet Member for Finance
Cabinet Member for Communities and Partnerships
Cabinet Member for Innovation, Transformation and
Performance

1 Apologies for Absence

- 1.1 Apologies for absence were received from Cllr Nick Daubney (Substituted by Cllr Tony White).

2 Minutes

- 2.1 The minutes of the meeting held on 21 September 2021 were agreed as an accurate record and signed by the Chairman.

3 Declarations of Interest

- 3.1 There were no declarations of interest.

4 Items of Urgent Business

- 4.1 There were no items of urgent business.

5 Public Question Time

5.1 There were no public questions.

6 **Local Member Issues/Questions**

6.1 There were no local Member questions.

7 **Digital Inclusion Strategy**

7.1 The annexed report (7) by the Executive Director of Finance and Commercial Services and Executive Director of Community and Environmental Services was received, and introduced by the Cabinet Member for Commercial Services and Asset Management and the Cabinet Member for Communities and Partnerships.

7.2 The report followed on from the committee's discussion held earlier in July 2021 with a commitment to return the item to the committee in the Autumn. The dynamic landscape of the digital world means that the strategy will need to be refreshed and reviewed on a regular basis to ensure that connectivity for all Norfolk residents is achieved. Nationally, 11% of adults still are without basic internet skills. The report provided details of how over the last 18 months the Council had ramped up efforts significantly to ensure more residents were digitally connected. The strategy aimed to support the outcomes of "Together for Norfolk" by enabling Norfolk's residents to have digital skills for work, life, engaging with their communities and accessing information and resources to thrive in today's digital world.

7.3 The Director for Information Management Technology and the Director for Community Information & Learning gave a presentation which is [available on the committee website pages](#).

7.4 The following was discussed and responses noted to questions:

- The business cases and economic benefits for further investment was in the process of being worked up in consultation with partners and stakeholders such as library services, NHS and LGA.
- The data collected to identify those digitally excluded will be refreshed and updated regularly to ensure goals to reach target groups are achieved.
- Accessibility options to support those with hearing problems was discussed and it was acknowledged that whilst not perfect speech to text technologies are continually improving.
- The vulnerability hub set up during the pandemic is still in existence and is important to help identify and support the cohorts who fall into the digitally excluded category.
- Laptops provided to schools were being maintained and refreshed by the schools to ensure pupils in the future can still benefit. Some laptops were also issued directly to families and were enabled with software protection to ensure correct usage.
- Project Gigabit will see £115m invested in fast broadband connectivity to all properties within Norfolk that can not receive a commercially viable service from providers.

- The lack of a reliable mobile phone signal was also acknowledged as an issue for many rural residents in Norfolk.
- Work with local Parish and Town Councils was happening to help identify those within the digitally excluded group that required help and support.
- Connecting with those groups who are digitally reluctant and disconnected is a challenge, and will need to be contacted by more traditional methods once identified. A wider communications strategy was being developed by the Communications team for consideration in 2022.
- Voluntary groups, the charity sector, town and parish councils as well as connections with adult social care services and primary care providers were all being engaged to help identify and connect with the digitally excluded cohort.

7.5 The committee **RESOLVED** to:

- Endorse the Digital Inclusion Strategy including the strategic plan and performance indicators.

8. ***MyOracle* Programme Update**

8.1 The annexed report (8) by the Executive Director of Finance and Commercial Services was received. The report was introduced by Cabinet Member for Innovation, Transformation and Performance.

8.2 The Programme Director for HR & Finance gave a verbal presentation on the update. The committee noted:

- During validation testing it became apparent that the go live date would require pushing back from November 2021. The date of April 2022 was agreed to avoid critical Christmas and New Year periods. This new live date was fully supported by the Cabinet Member for Innovation, Transformation and Performance.
- Business and system readiness was a key component in achieving the go live date and a comprehensive training programme is in place to build user confidence ahead of launch.
- Covid had necessitated that colleagues needed to work remotely and this contributed to the delays which had resulted in moving back the go live date.

8.3 In response to member's questions the committee noted:

- Surveys were being used to monitor user confidence and training needs ahead of launch.
- Whilst confidence was very high that the launch date of April 2022 would proceed, contingencies were in place to cover any issues that might arise.
- The *MyOracle* software would be available to staff on any platform including mobile phones. Arrangements were in place to provide access to staff who did not own a digital device.
- The delay in implementation would have some financial impact, although final costs at this stage were not known. The overrun costs known to date were much lower than other local authorities are experiencing in introducing similar software.

- The Cabinet Member for Innovation, Transformation and Performance committed to returning to the committee with all over run costs once finalised.
 - One advantage of the April 2022 live date would be that data for a complete tax year would not be spread over 2 different systems.
 - Parallel payroll testing has been successful although it was decided to reduce the risk of issues arising by not undertaking the go live date during the critical pay months of December and January.
- 8.4 The Chair thanked the Cabinet Member for Innovation, Transformation and Performance, the Programme Director for HR & Finance and the team for all their hard work in producing the new system software to the Council.
- 8.5 The Committee **RESOLVED** to:
- Endorse the work completed to date and the next steps.
- 9.0 Smarter Working Programme Update**
- 9.1 The annexed report (9) by the Executive Director of Strategy & Transformation was received, and introduced by the Cabinet Member for Innovation, Transformation and Performance.
- 9.2 The report outlined the workstreams in progress to deliver the identified benefits and prepare property and workforce for the move to Hybrid working as part of the Recovery phase. The report described the status of the Smarter Working Programme following the reopening of the Council's office spaces on 4th October 2021, as well as the key activities undertaken to embed Hybrid working arrangements and activity now, and into the next phase.
- 9.3 The Director for Transformation gave a presentation which is [available on the committee website pages](#).
- 9.4 The following was discussed, and responses noted to questions:
- It was felt that there should be more of a focus on outcomes for end users rather than on staff activities and processes.
 - More feedback from staff was required to ensure that all aspects including wellbeing and mental health was being considered.
 - Anyone that needed to work from an office base, for example because of poor working conditions at home, was being accommodated.
 - Since 4th October 2021 approximately 200 staff per day were using County Hall. Only a handful of staff had taken up the option of the subsidised Park and Ride facility.
 - It was felt that new employees might be at a disadvantage as they could not work with and learn from colleagues, if working from home. However, new processes and inductions were being developed to help and support new employees. Each individual department and team would need to assess their requirements and act accordingly.
 - The programme had accelerated the asset management rationalisation initiative and concerns were expressed that it would be difficult to reverse the loss of office space if more was required in the future. A slower more cautious approach to asset sale was suggested.
 - The Council had carried out assessments for all those working from home and had funded the purchase of new equipment for employees home based.

- It was noted that home working, benefits carbon reduction and helps the Council towards its net zero carbon target by 2030. However, baseline data and carbon reduction figures was requested for future reports.
- The Council is challenging itself to be more effective and creative with how space and assets are used, as well as how services are delivered to Norfolk residents. New technologies were making this process easier but there is more work to be done to achieve the savings required.
- A report in March 2022 would set out the recommendations for consideration by the committee.

9.5 The committee **RESOLVED** to agree:

- Deliver ways in which the Smarter Working Programme can help directorates maintain the benefits realised as a result of the pandemic, including the commencement of the implementation of Hybrid working.
- Acknowledge the ongoing savings programme in the 2021/22 financial year and steps that have been taken to maintain the financial benefits and positive service outcomes of the Smarter Working Programme.
- Endorse the proposed approach to be taken over the next 4 months in shaping phase 2 of the Smarter Working Programme, given the uncertainty due to the pandemic that continues to impact our ability to plan with confidence and certainty.
- That a further report be made to the Corporate Select Committee, with an updated plan that takes our transformation forward into Phase 2, in March 2022.

10.0 **Strategic & Financial Planning 2022-23**

10.1 The annexed report (10) by the Executive Director of Finance and Commercial Services was received. The report was introduced by Cabinet Member for Finance.

10.2 This report provided an opportunity for the Committee to provide its views on the detailed budget proposals for the services within its remit which are being taken forward to public consultation, following Cabinet decisions undertaken on 8 November 2021. As such the report forms an important part of the budget setting process for 2022-23 and enabled the Select Committee's views on proposals to form part of the Cabinet's considerations when it makes recommendations about the Budget to Full Council in February 2022.

10.3 The committee discussed and noted the following in response to member's questions:

- Although central government had announced an additional £4.8bn of spending for local government, the details of how much would be received by the County Council was presently unclear. This was a settlement over a three year period (£1.6bn a year, non indexed) and this packaged timeline was welcomed to provide stability for the Council's finances and strategy.
- The budget proposals for 2022/23 included £24.5m of new savings, with a need for an additional £5m of new savings yet undecided, and a Council Tax increase of 3%

- The level of new savings required were wholly intertwined with initiatives such as Independence at Home and the Smarter Working Programme which had been detailed earlier in the meeting.
- The Government had not yet undertaken the long awaited Fair Funding Review which is felt would benefit Norfolk due its demographics of an aging population. In addition, business rates review and extensions to Covid grants were also outstanding pieces of central government work.
- The Government is expected to make an announcement on 16th December 2021 to provide more clarity on spending and funding reviews.
- The three year settlement does provide the Council with an opportunity to look more closely at a transformative review of operations and how services are delivered to develop a medium to longer term strategy.
- A strategic approach for Norfolk should be formed to ensure the bids for funding from the Share Prosperity Fund are successful, so that Norfolk benefits from the central government levelling up agenda.
- The recent announced increase in National Insurance contributions of 1.25% did not solve the adult social care funding worries as the NHS would take the lion's share of the additional cash generated for the first 2 years.
- The County Council would receive a 2% Adult Social Care precept raise as 1% had been deferred from the previous year.
- The proposed longer term goals of £108m savings by 2025/26 would only be achievable if a wholesale review and transformation of the delivery of services and functions was carried out. The initial stages of these reviews have shown promise but there is much work to do.
- The £330m spent on adult social care service contractors was a large sum that needed to be reduced. The £4m spent on contract management was an area that the County Council had been slow to examine and reduce and would be an item to focus on in the short term.
- The burden of taxation was being switched by central government to local authorities. However, there was not always the extra support in funding to manage this transition. Local authorities were being left to deal with the demographic challenges themselves.
- NP Law did have the capability to increase their services to other local authorities to produce an increase in their income.
- The recent Cabinet paper on environmental policy had underlined the Council's commitment to carbon neutrality and progress has been made, but there is much work to do. Carbon reduction can be sought through a proper procurement policy.
- Although 50% of the Council's streetlighting stock had been converted to more energy efficient LEDs, there was a programme being undertaken to ensure all lighting is switched. The remainder of the programme would be more challenging to switch than the first 50% of the stock.
- Renewable energy generation is not an area that has been maximised by the Council but could be considered in line with other local authorities.
- It was thought that consideration could be given to commercial investment ideas in Norfolk to produce income and help smooth out the potential increases in Council Tax to Norfolk residents and reduce the need to find a further £5m in savings. This was a proposition that had not been explored by the Council before in much detail. A proposal for such a joint report from

the Cabinet Member for Finance and the Deputy Leader was seconded and was agreed that it would be placed as an item on the forward work programme.

10.4 The Committee **RESOLVED** to agree to:

1. To note the key issues for the budget proposals for the services within its remit which are being taken forward to public consultation, to inform Cabinet's recommendations to County Council on the 2022-23 Budget in February 2022.
2. To note the requirement for a further £5m savings, and identify any further areas which the Select Committee consider should be explored to deliver 2022-23 saving proposals.

11. Constitutional Amendments – Policy Framework and Local Choice Functions

11.1 The annexed report (11) was received and introduced by the Director of Governance.

11.2 The report appeared in two parts. The first part of the paper set out the local choice functions applicable to County Council decision making and suggested who the decision maker should be. The second part of the paper is concerned with the policy framework. The content of the major policy framework had recently been reviewed by Executive Directors, as a result of which, changes had been recommended.

11.3 The committee **RESOLVED** to agree:

1. The local choice functions and decision maker and **recommend** these to Full Council
2. The policy framework list and **recommend** this to Full Council

12. Financial Regulations 2021 Update

The annexed report (12) from Executive Director of Finance and Commercial Services was received and introduced by the Cabinet Member for Finance.

12.1 The Financial Regulations are reviewed and updated on an annual basis to ensure that they remain up to date, aligned with current systems and processes, and compliant with statutory requirements. The paper appended the Financial Regulations with amendments proposed following the annual review exercise.

12.2 The committee noted that changes to the regulations were required due to the environmental report received by Cabinet on 8th November. The cost benefit analysis matrix formula was being developed. This was seen as a starting point to take into account current projects, which if recalculated, might place a greater emphasis on the carbon neutrality benefits.

12.3 The committee **RESOLVED** to agree:

1. The proposed amendments to Financial Regulations and **recommend** these to Full Council.

2. The further amendments which would be required subject to Cabinet decisions in respect of the Natural Norfolk: Progress on delivering the Environmental Policy report and **recommend** these to Full Council.

13. **Corporate Select Committee Forward Work Plan**

13.1 The annexed note (13) by the Executive Director of Strategy and Governance was received.

13.2 The committee **RESOLVED** to agree the forward work programme and add the following items:

1. Update on Digital Connectivity for March 2022

2. Report on Economic Development Opportunities in Norfolk to reduce the saving requirement for 2022/23 of an additional £5m and budgets gaps in the future. The time line of the report to be agreed in due course by the Chair, Cabinet Members involved and Officers.

Meeting concluded at 4.41pm

Corporate Select Committee

Item No:7

Report Title: 2021 Staff Survey 'Our Voice Our Council': Analysis, Engagement and Action Planning and Planning for 2022 Staff Survey

Date of Meeting: 17 January 2022

Responsible Cabinet Member: Cllr Andrew Proctor, Leader

Responsible Director: Paul Cracknell, Executive Director, Strategy and Transformation

-Sarah Shirtcliff, Director for People

Introduction

The staff survey 'Our Voice Our Council' ran from 12th April until 4th May, 2021 giving Norfolk County Council the third consecutive year of insight into NCC employees' perceptions of working as part of the NCC organisation. The survey data gives the senior leadership team a statistically robust insight into areas of strength as an employer and areas for further work and development. The NCC survey data is compared – anonymously - with a bank of responses from 30,000 public sector employees and this gives a helpful context within which to view the NCC picture.

Executive Summary

The initial findings from the Survey were shared with the Corporate Select Committee on 12th July 2021. This report focuses on how the results have been analysed, used to co-understand problems and actions as well as informing work of specialisms and projects. These are

Directorates and services

NCC-wide people metrics

Equality, Diversity & Inclusion

Work Tensions and Pressures, Workforce Development, Smarter Working

Leavers Survey

Innovation

Actions Required

The Select Committee is asked to consider:

- a. the key messages from this year's survey and the proposed next steps.
- b. how Members can support the performance, engagement and wellbeing of colleagues
- c. how the current methods of working since March 2020 have changed the ways Member's problem solve and innovate and how we encourage continued improvement in how we become a more innovative Council

1. Survey Background

1.1 This Staff Survey helps us measure and understand the engagement of employees; the balance of the deal (or 'the employment deal' between employees and NCC, as employer). This includes

- the top drivers or motivators that make the biggest difference to staff engagement and performance
- the quality of conversations at work to encourage ideas and turn ideas into action, in the context of job pressures
- 'personality' of NCC or what sort of place is it like to work in
- additional questions on Smarter Working, Life-Friendly careers
- narrative comments to understand the top drivers or motivators in practice
- the ability to analyse by different groups including protected characteristics within our privacy notice where no group of less than 10 employees is reported on to maintain confidentiality.

This tool enables can be used by Leaders & Managers, Specialists together with staff and Unison and subject specialists to understand strengths and areas for improvement.

2. Analysis, Engagement and Action Planning

Following reports to Overall NCC and Directorate Senior Teams, slides for Services are prepared on for Managers and Strategic HRBPs to use with their staff to encourage 2-way conversations, prioritising and actioning. These are summarised to Corporate Board on a 6-monthly basis for governance.

With the highest ever response rate from staff to the 2021 Survey, there has been an increasing use of the survey to inform other projects/pieces of work across NCC.

2.1 Directorates and Services





It is important that conversations start with recognition for work following the 2020 survey, which was reflected in improved results in 2021. The high level summary of areas of planned work involve

- Improved Service and Programming and the link with PDPs
- Building on best ways of recognition of work
- Management visibility in our current working environments
- Improving support to new employees joining in the current way of working
- Reviewing causes of job pressures and workplace tensions
- Using Directorate staff groups to understand directorate-wide questions
- Continuing to adapt communication and engagement mechanisms

Survey Reports are also included in submissions to external Inspections.

2.2 NCC-wide people metrics

The Staff Survey has informed new metrics on people engagement. The table below shows what these are how NCC has performed when compared to 2020.

	Metric	2020	2021
Corporate Vital Signs	Employer Contribution (target improvement of score by 2 points)	62	66 
	Satisfaction (target improvement of score by 2 points)	64	66 
	I believe I can make a difference by giving you my views (target improvement of score by 2 points) Note this question was asked for the first time in 2021		61
HR/Smarter Working	'I am making smarter working work well for me and my customers (higher is better) and in although 'NCC advocate smarter working lack or organisational support means it is difficult to do' (lower is better) score by 2 points'	73	77 
		50	47 

*Reverse logic question ie lower is better

2.3 Equality, Diversity & Inclusion (EDI)

The survey asks respondents to voluntarily self-select categories that best reflects them, in terms of a range of protected characteristics. This includes gender, sexual orientation, ethnicity, disability as well as carer. This enables us to identify if there are areas where colleagues with one or more protected

characteristics scored differently to the average for NCC Overall. The key findings for the 2021 survey were:-

- 2.3.1** More people were willing to share details of their protected characteristics in 2021, compared to 2020. As the survey does not report on groups of less than 10, for confidentiality reasons, we were unable to report on certain characteristics such as some ethnicities in 2020. A greater number of people sharing their protected characteristics suggests greater trust in the survey process and an improved baseline going forwards.
- 2.3.2** All groups recorded an improvement in the 'Balance of the Deal' score, compared to 2020 (where there were comparator scores). Mixed race (**+ 10 points**) and non-binary (**+ 6 points**) colleagues showed significant improvement on 2020 compared to NCC overall (**+ 4 points**) and now have a balance of the deal score in line with NCC overall, having scored significantly below in 2020.
- 2.3.3** Asian and mixed race colleagues have better balance of the deal scores (**-11**) and (**-13**), compared to NCC overall (**-14**).

Other colleagues who self-identified as Disabled (**-16**), Black, (**-17**), European (**-17**) 'Other' Ethnicity (**-19**) and 'Other' Gender (**-21**) had a lower balance of the deal score compared to NCC overall, focusing further work.

Working Carers (**-16**) had a slightly lower balance of the deal score compared to Parental Carers (**-14**).

Black colleagues in Adult's and Children's were nearly twice as likely to experience bullying or abuse from service user, relatives, or the public

2.3.4 Actions

The responses from the survey provided evidence which correlated with engagement with our Equality, Diversity and Inclusion Advisory Networks and employee groups. This led to

Two new employee groups being set up. The International Employee Group to support and engage with colleagues from Europe and around the world who were feeling disengaged. The Deaf, hard of Hearing and BSL User Employee Group to support and engage with colleagues with lived experience of hearing loss.

Work with the Black and Asian Employee Group to review, update and promote our policies on managing incidents of abusive (particularly racially abusive) behaviour from service users and members of the public. This includes dealing with complex cases, for example situations where we cannot withdraw our services due to a child being at risk, or because the perpetrator does not have the mental capacity to act differently.

Set up a diverse working group to review and make recommendations on our recruitment/promotion and induction processes. Ensure that a Diverse Stakeholder Panel is involved in all Senior Recruitment.

Develop an EDI training offer to managers to effectively support diverse teams.

A clear communication plan to celebrate diversity and increase cultural knowledge across NCC.

Build in a high level of engagement with the Advisory Networks and Employee groups when reviewing and updating our People Policies and Procedures.

Re-focus work on supporting carers, to working carers.

Work with external partners to share ideas and best practice including collaborative working with the NHS CCG Norfolk and Waveney.

These actions have been built into our wider Workforce EDI strategy and plan which also supports the Corporate EDI Objectives

2.4 Work Tensions and Pressures, Workforce Development, Smarter Working

The Head of Health, Safety & Wellbeing has reviewed the 2021 employee survey results. Experience of excessive pressure is a key driver for the organisation and the number of Services experiencing Job Pressures has increased between 2020 and 2021. The Head of Health, Safety & Wellbeing has referenced the staff survey alongside other data in a report to Cabinet on 6th December 2021 with a review into Organisational Well-Being being approved.

In Workforce Development the Staff Survey has been used to inform the update and redesign of the corporate induction materials and delivery of bespoke workshops including encouraging speaking openly for Virtual Schools and Public Health.

In the context of increased Smarter Working and narrative commentary, working from home equipment allowance was introduced along with household expenses policy to support people working differently on a ongoing basis. Analysis was undertaken to understand further services, where employees are not largely office based to work on specific challenges like IT solutions for staff not based in an office.

2.5 Leavers Survey

The methodology from the Staff Survey has been used to re-design a new leavers survey. This is to better understand the reasons why employees leave NCC has been redesigned in conjunction with Social Care colleagues in Childrens and Adults Directorates. This Leavers Survey has been in use since

June 2021. This includes some questions drawn from the Annual Staff Survey, to compare the experience of NCC employees in general with leavers from NCC. These results are currently being analysed.

2.6 Innovation

The survey helps us understand what it is like to work in NCC. The table below indicates over the first 2 years there was a reduction in a directive style with the start of the pandemic showing a growth in innovation. Developmental has continued to increase over the last 3 years. From last year's survey, innovation appears to have plateaued. This is an area we need to understand better in the light of returning to increased working from home.

Year	Conversational (e.g. Respectful, Good listener)	Innovative (e.g. Inspiring, Exciting)	Capable (e.g. Competent, Resilient)	Trustworthy (e.g. Honest, Reliable)	Supportive (e.g. Compassionate, Appreciative)	Directive (e.g. Authoritarian, Controlling)*	Developmental (e.g Coaches, Learning)
2021	65	59	67	67	66	53	62
After 18th March 2020	63	59	68	68	67	54	60
Before 18th March 2020	58	53	61	62	60	57	54
2019	57	53	60	62	60	60	55

Note: Our research reveals a strong negative correlation between 'Directive' and the 'Innovative' and 'Developmental' dispositions. As such, a lower Directive score supports higher scores for Innovative and Developmental.

*Reverse logic – i.e. a lower score is a better outcome

3.Impact of the Analysis, Engagement and Action Planning

- 3.1 The actions following the 2021 Survey are reported to Corporate Board in January 2022 and the next 2022 survey enables us to see the impact within NCC.
- 3.2 The Public Service People Managers Association (PPMA) awarded NCC an Excellence in People Management Award 2021 for the Best Change Management Organisational Development Initiative, for the change work involved on the Staff Survey.

The judges' feedback was that *"The submission from the HR & OD team at Norfolk County Council was a brilliant example of how they successfully developed and delivered a people centre change programme of the highest standard. It powerfully reflected the significance HR & OD brings to such projects and it was particularly impressive in clarifying its purpose connected to strong and meaningful outcomes that add real value to the council."*

- 3.3** At a national level a similar survey methodology has been used by the Local Government Association (LGA) at a national level to understand how do social workers perceive their working environment and what factors influence them to remain in their organisations, or choose to leave. This is being used not only by local authorities, but also NHS trusts and Cafcass who also employ Social Workers. The 2021 Standards for Employers of Social Workers Survey is being promoted by NCC's Adults and Childrens Directorates to their staff this year. The Survey closed on 31st December 2021. NCC has been offered the opportunity to triangulate the data from the experience of Social Workers with the Staff Survey questions. This gives us another source of evidence to understand Social Worker retention better.

4. Next Steps for 2022 Staff Survey

The next survey is planned survey for March 2022, to retain consistency with previous years. This will be 2 years since the start of the first lock down so will be important evidence to inform workforce priorities.

5. Financial Implications

- 5.1** None – the next survey is within previously agreed budgets.

6.Resource Implications

6.1 Staff:

Are asked to complete the survey and given the opportunity to be involved to use the results as part of their working teams as well as increasing the evidence base in fields of expertise. The benefits are strong evidence about the engaging and trust building with our staff

7. Other Implications

7.1 Legal Implications:

Survey data was collated and analysed by Kinetiq. No individual employee can be identified. No data is reported on where there are fewer than 10 responders in a group. All employees can see the privacy notice as part of the survey

7.2 Human Rights Implications:

None

7.3 Equality Impact Assessment (EqIA) (this must be included):

The survey provides demographic data on age, part time / full time working, gender, disability, ethnicity and sexual orientation. In addition carers are included.

7.4 Data Protection Impact Assessments (DPIA):

This project has adopted a 'data protection by design' approach, working with an external provider trained in the designing of surveys and processing data on our behalf. Internally we undertake internal analysis and additional data security checks to adhere to the privacy notice with staff.

7.5 Health and Safety implications (where appropriate):

The overall NCC and directorate reports are used by the Head of Health, Safety and Wellbeing as a source of evidence to inform planning.

7.6 Sustainability implications (where appropriate):

The surveys were completed via email and no paper surveys were used.

7.7 Any Other Implications:

None

8. Actions Required

The Select Committee is asked to consider:

- 8.1** the key messages from this year's survey and the proposed next steps.
- 8.2** how Members can support the performance, engagement and wellbeing of colleagues?
- 8.3** how the current methods of working since March 2020 have changed the ways Members problem solve and innovate?

9. Background Papers

The report 2021 Staff Survey 'Our Voice Our Council' Summary Report considered at the 12 July 2021 Cabinet Meeting

Officer Contact

If you have any questions about matters contained within this paper, please get in touch with:

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Email:



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Corporate Select Committee

Item No:8

Report Title: Gender Pay Gap & Workforce Equality, Diversity and Inclusion Plan

Date of Meeting: 17 January 2022

Responsible Cabinet Member: Cllr Proctor (Leader and Cabinet Member for Strategy & Governance)

Responsible Director: Paul Cracknell, Executive Director, Strategy and Transformation

Sarah Shirtcliff, Director for People

Executive Summary

From April 2018, all companies in the UK with more than 250 employees are required to publish annually:

- their median gender pay gap figures, which compares the pay of the man and woman who are at the mid-point of the company payroll
- their mean gender pay gap figures - produced by dividing the total male and female payroll by the number of workers
- the proportion of men and women in each quarter of the pay structure
- the gender pay gaps (mean and median) for bonuses

The data is calculated for the public sector as at the 31 March each year and must normally be published within 12 months of the snapshot date (i.e. by 30 March the following year). Compulsory reporting was paused for 2019/20 due to pandemic, although NCC did report that year. For the 2020/21 Year, the publishing date was moved to 5 October 2021 due to the pandemic. The data produced as part of the reporting process, has been used to develop the draft action plan, which in turn forms part of our wider Equality, Diversity and Inclusion Strategy & Plan

Actions Required

The Select Committee is asked to:

1. **Consider the narrative and proposals as set out in Appendix B as key actions to address gender pay**
2. **Review and provide direction on the proposed NCC Workforce Equality, Diversity and Inclusion Strategic Action Plan as set out in the accompanying slides**

1. Background and Purpose

- 1.1 New legislation took effect in 2018, requiring all employers with 250+ employees to annually publish their Gender Pay Gap by the end of each financial year in accordance with the tables in Appendix A. A gender pay gap is calculated by looking at the average hourly rate of a man versus a woman by two measurements mean and median.
- 1.2 Gender pay reporting is designed to shine a light on how the pay of men and women compare. Whilst organisations may meet their obligations of equal pay overall differences can exist for a variety of reasons usually where types of roles and their corresponding pay is characterised by gender.
- 1.3 This is the fourth cycle of reporting under the new legislative regime and this report sets out the position in respect of NCC's gender pay gap as at 31 March 2020 and compares against our position over the 4 year reporting period.

2. Scope of the legislation - summary reminder

- 2.1 The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 applies to local authorities and other public bodies and includes employees, workers and agency workers the calculations should be made from the March payroll as the public sector "snapshot" date of the 31 March falls into this period. Employers must then submit and publish their data, normally within 12 months (this date has been extended to 5th October for the 2020/21 year).
- 2.2 Section 2(3) of the Regulations states that the employer is not required to include any data it doesn't hold and where it isn't reasonably practicable for them to get it. Agency workers, self-employed people and retained firefighters are excluded from the 2020 report as we either do not hold any or hold insufficient data on the individuals to enable us to report accurately.
- 2.3 The regulations define pay to include basic pay, all types of paid leave, shift or other allowances. It does not include overtime, expenses, salary sacrifice, benefits in kind, redundancy pay or tax credits. Employees on reduced pay due to sick or maternity leave are out of scope.

3. 2020/21 Gender pay gap reporting outcomes

3.1 Overall Gender pay gap outcome

2020/21	Mean ave pay (per hour)	Median ave pay (per hour)	Mean bonus pay	Median bonus pay
All	£15.14	£13.64	£0	£0
Males	£16.19	£14.46	£0	£0
Females	£14.69	£13.37	£0	£0
Pay gap	10.25%	8.15%	0%	0%

3.2 Quartile data of the population of NCC

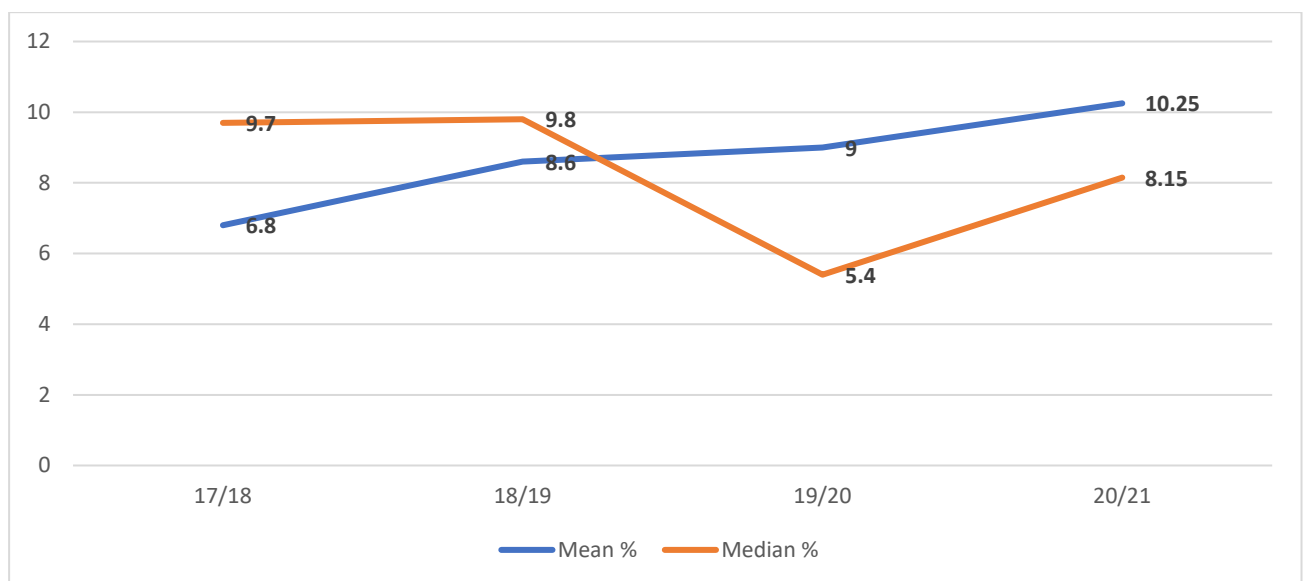
Qu 1 •Females 75.3% •Males 24.7%	Qu2 •Females 78.7% •Males 21.3%	Qu3 •Females 61.6% •Males 38.4%	Qu4 •Females 67.7% •Males 35.3%
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3.3 Bonus Pay

There were no bonus payments made

4. Comparisons across previous reporting

4.1 The four years of reporting are as follows:



To note, that a median measurement is helpful when there are extreme ranges of data to report on as it will provide a more representative number free of distortion. In both measurements we are signalling an upward trend from last year, however the median remains lower than 2017/18.

4.2 There are several key findings and observations:

- Our grading structure and job evaluation schemes are designed to ensure that men and women are paid the same for the same or similar work. For example, a standard job description for a social worker will pay at the same grade and pay range. We are confident we have a reward and evaluation model for equal pay.
- Average pay is calculated by looking at hourly pay of all employees. Whilst we are a predominantly female workforce, we have a higher percentage distribution of women employed in lower graded and paid roles which reduces their overall average pay. The issue for NCC is to examine why there is a distribution skew of women in lower paid jobs and whether this relates to specific roles which traditionally attract one gender over another e.g. care workers, firefighters.

The table below shows the % distribution of women and men in each quartile of pay in the organisation.

Quartile	2019/20 Male	2020/21 Male	Change Male	2019/20 Female	2020/21 Female	Change Female
Lower	26.1%	24.7%	-1.4%	73.9%	75.3%	+1.4%
Lower Middle	24.0%	21.3%	-2.7%	76.0%	78.7%	+2.7%
Upper Middle	38.6%	38.4%	-0.2%	61.4%	61.6%	+0.2%
Upper	37.1%	35.3%	-1.8%	62.9%	64.7%	+1.8%

- It is possible that men are more likely to be paid at the top of their grade than women – and we need to investigate this further and the reasons why, potentially longer service, or agreeing higher starting salaries than women.
- National trends: -The Office for National Statistics in their “Gender pay gap in the UK: 2019” found that women over 40 years are more likely to work in lower-paid occupations and, compared with younger women, are less likely to work as managers, directors or senior officials nationally. **68%** of our workforce is female and **66%** are aged over 40, showing that NCC reflects these national trends
- We are continuing to be an increasingly predominantly female workforce across all quartiles. Our strategy to support flexible working may be a factor, and or increases in headcount in roles traditionally undertaken by women eg social care.

5. Comparison with National Figures & Other Public Sector Organisations

- 5.1 National figures for 20/21 showed that the overall median Gender pay gap nationally was **15.4%** (up from **14.9%** in 2020¹)
- 5.3 For local authorities the average mean gender pay gap was **18.0%** in 2020/21 therefore, with a median pay gap of **8.15%**, **we compare favourably against all employers and local authorities**
- 5.3 The table below shows the comparison between NCC and nearby Tier 1 local authorities who have reported for 2020/21

Local Authority	Median Pay Gap	Mean Pay Gap
<i>Norfolk County Council</i>	<i>8.15%</i>	<i>10.25%</i>
Suffolk County Council	17.1%	12.2%
Cambridgeshire County Council	9%	7%

6 Bonus Pay Gap

- 6.1 Bonus pay is defined in the Regulations as any remuneration relating to profit sharing, productivity, performance, incentive or commission.
- 6.2 We do not pay any bonus payments.

7. Impact of the Gender Pay report and action planning to shape our Workforce EDI objectives

- 7.1 The proposed actions are outlined in Appendix A and B
- 7.2 The proposed actions will help us to deliver improvements in our gender pay reporting and form part of our NCC Equality, Diversity and Inclusion Objectives as well as supporting the Council motion of 20th July 2020 “The Council is committed to tackling discrimination and prejudice in all of its forms and recognises our responsibility to lead by example. Council affirms its commitment to continue work to address disadvantage, promote equality, and eradicate racism”.
- 7.3 The evidence gathered includes the data outlined in this report, feedback from Equality Advisory Networks and Employee Groups, the results of the employee survey, the finding of the WRES and the findings of our Self assessment work

8. Financial Implications

- 8.1 There are no specific financial implications in relation to this report.

9. Resource Implications

¹ Comparisons to 2020 should be treated with caution as the Government paused compulsory reporting and therefore not all employers reported that year

9.1 Staff: We have developed a progressive set of work and actions this year through temporary funding. Further work will require a review of funding options.

9.2 Property: None

9.3 IT: None

10. Other Implications

None

10.1 Legal Implications:

There are no specific legal implications in relation to this report.

10.2 Human Rights Implications:

There are no specific human rights implications in relation to this report.

10.3 Equality Impact Assessment (EqIA) (this must be included):

This report is part of our wider Equality, Diversity and inclusion strategy.

10.4 Data Protection Impact Assessments (DPIA):

There are no specific legal implications in relation to this report.

10.5 Health and Safety implications (where appropriate):

There are no specific legal implications in relation to this report.

10.6 Sustainability implications (where appropriate):

There are no specific legal implications in relation to this report.

10.7 Any Other Implications:

There are no specific legal implications in relation to this report.

11.Risk Implications / Assessment

There are no specific risks of progressing with the proposed actions and plan.

12.Actions required

The Select Committee is asked to:

- **Consider the narrative and proposals as set out in Appendix B as key actions**
- **Review and provide direction on the proposed NCC Workforce Equality, Diversity and Inclusion Strategic Action Plan**

2. Background Papers

- 11.1 Appendix A - Data published on the Gender Pay Gap viewing service
- 11.2 Appendix B – Gender Pay Gap 20/2021 Proposed Actions

Officer Contact

If you have any questions about matters contained within this paper, please get in touch with:

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Appendix A - Data published on the Gender Pay Gap viewing service

	Mean average pay	Median average pay	Mean bonus pay	Median bonus pay
All	£15.14	£13.64	£0	£0
Males	£16.19	£14.46	£0	£0
Females	£14.69	£13.37	£0	£0
Pay gap	10.25%	8.15%	0%	0%

Quartile data	Males	Females
Quartile 1	24.7%	75.3%
Quartile 2	21.3%	78.7%
Quartile 3	38.4%	61.6%
Quartile 4	35.3%	64.7%

Proportion of male employees paid a bonus	0.00%
Proportion of female employees paid a bonus	0.00%

Appendix B

Gender Pay Gap 20/2021 Proposed Actions

Norfolk County Council is committed to accountability, transparency, equity and fairness in pay, reward and remuneration. Our approach to pay and reward is set out in our annual [Pay Policy Statement](#).

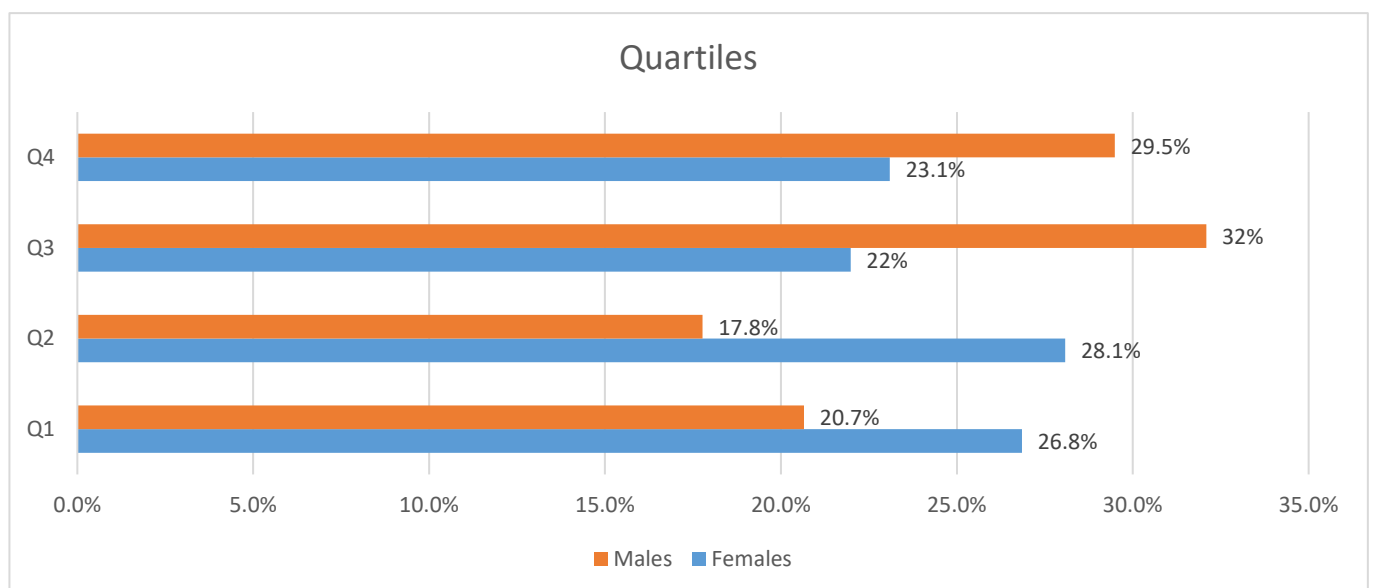
We use the Korn Ferry job evaluation scheme to provide a consistent and objective framework to evaluate organisational structures and jobs and is gender blind. This ensures that female employees are paid on the same pay grades as men where they do the same job. Men and women also benefit from the same terms and conditions of employment. We are confident that we pay men and women who do the same or equivalent jobs equally.

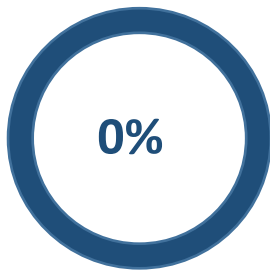
Norfolk County Council's Pay Gap

Our 2020/21 pay gap outcomes are:

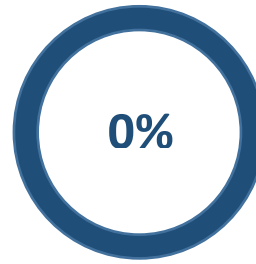
2020/21	Mean ave pay (per hour)	Median ave pay (per hour)	Mean bonus pay	Median bonus pay
All	£15.14	£13.64	£0	£0
Males	£16.19	£14.46	£0	£0
Females	£14.69	£13.37	£0	£0
Pay gap	10.25%	8.15%	0%	0%

Quartile and Bonus Pay





Mean Bonus
Pay gap



Median
Bonus Pay
Gap

What has changed?

The mean gender pay gap has increased by 1.25% compared to the 2019/20 outcome, however the median pay gap has increased by 2.75%

There are two main factors that have led to the increase in our gender pay gap

- **The gender composition of our workforce:** we have a high population of women working in lower graded roles which, despite having a high population of women in senior and higher paid roles, adversely impacts the average pay of women employed by the authority.
- The increase in the number of women employed in the upper quartile continues to increase (up a further 1.8% compared to an increase of 0.9% in the previous year report), however there have also been larger increases at the lower and lower middle quartiles

Where we are doing well

The data over the past few years has suggested that women are less likely to progress to more senior roles in the organisation. The data for 2019/20 indicates that this has changed, with a **consistent increase** in the proportion of women in 4th Quartile. The impact of this however has not resulted in a reduction in the gender pay gap as the proportion females in the lower Quartiles has also increased

We continue to apply positive action to encourage diversity in applications and use creative messaging across a range of media to **encourage women** to apply for Firefighter posts at the Council, traditionally seen as a male occupation. In addition, we now actively review wording of our **recruitment adverts** to ensure that we avoid wording that research has shown is more likely to attract male candidates than female candidates.

We launched the Norfolk Development Academy, incorporating a new **programme for managers** during 2019. The aim of the NDA is to help establish management and leadership as a career of choice and includes coaching and mentoring to support our current and potential leaders and managers.

We have considerably increased our ability to work flexibly over the past 18 months and have expanded our Smarter Working programme, introducing new technology and updating our policies and procedures to ensure that we can offer life friendly careers, enabling employees to balance the needs of their customers, team and themselves.

Research has shown that women are more likely to have caring responsibilities than men and we have implemented a range of initiatives to **support carers**. Previously we have launched the Carers Charter, together with a new Carers Policy, to help employees balance their career with their caring responsibilities. Since the last report we have now been awarded the **Carer Friendly tick award** and launched a **Carers Advisory Network**, as part of our wider Equality Diversity and Inclusion Workforce Strategy. This enables employees with caring responsibilities to discuss ideas and suggestions directly with the Director for People and head of Paid Service.

We have also significantly improved our data and reporting, enabling to enable us to track progress, with regular reporting to our Advisory and Employee networks, together with the EDI Performance Board

It is difficult to track specific interventions to progress in closing our gap. It is clear that enabling women to progress and be encouraged to join professions which carry a higher salary range will close the gap and conversely support recruitment of men into roles traditionally filled by women.

Where we have more work to do

Whilst we have a good understanding of the reason for the small increase in our Gender Pay Gap, we need to **continue to develop our data** to gain a better understanding of any underlying causes or barriers which might exist.

We also need to ensure that we **offer more opportunities for flexible working in senior roles** and ensure that we take into account research that indicates that men are more likely to ask for a higher starting salary than women when developing our recruitment guidance.

We also need to take more action to increase the diversity of candidates for senior roles in the organisation and take positive action such as **mentoring and coaching**, including providing **more support for women going through the menopause**

2021 Actions

We aspire to have an organisation that is inclusive, values difference and recognises the unique and diverse contribution of all employees, where staff can develop and progress, irrespective of gender or other protected characteristics.

Whilst the actions set out below are not exclusively available to women, we will monitor and evidence the impact they have in promoting a greater gender balance at all levels of the organisation.

- **Examine our data** to ensure that pay offers for new starters are not disproportionately higher for men at same grade
- **Carry out more detailed analysis** of the pay gap using grouping that are more relevant to NCC (the statutory quartile analysis approach means that for NCC, the highest quartile, includes scale J and above)
- Continue to expand the **Norfolk Development Academy**, developing and launching a Leadership programme and increasing the number of coaches and mentors that we can provide to support colleagues with their career development.

- Develop an **Advisory Network for Women**. This could include subgroups for current or aspiring female leaders and women who are going through the menopause (there is research that indicates that peri menopausal and menopausal symptoms lead to large numbers of women leaving the workforce globally)
- Implement **more positive action campaigns** for recruitment
- Research best practice to understand how successful managers are identified, applying any lessons learnt to make our **recruitment process** more effective. We will also implement the recommendation of a working group made of a diverse group of employees who reviewed our recruitment and onboarding processes to **increase inclusivity** and encourage a more diverse range of candidates, including increasing diversity at senior levels. We will implement gender balanced decision-making forums for recruitment, in particular at a senior level. Our recruitment processes will become anonymised with the introduction of My Oracle
- Continue to expand our Smarter Working programme encouraging a more **flexible and agile approach** to where, when and how employees work, moving away from traditional 9 – 5 office-based working to one where some form of flexible working is the norm.
- Expand our **Apprenticeships** offer including offering **Level 7 Leadership** qualifications. We always aim to attract a diverse range of candidates to our apprenticeship opportunities but where necessary, will tailor our recruitment campaigns to target groups which are under-represented in those professions.
- Continue to review our **policies and procedures** to ensure gender neutrality in use of language.
- **Implement our guide** to use of inclusive language
- **Encourage all to call out** where evidence of casual sexism is witnessed
- **Implement our new mandatory training policy** which includes EDI training

DRAFT

Valuing Difference

Positive Inclusivity Through
Meaningful Change

NCC People Strategic Equality
Action Plan

2021 - 2023



Introduction

Norfolk County Council is committed to tackling discrimination and prejudice in all its forms and recognises our responsibility to lead by example. We have five key corporate objectives to embed EDI across our service delivery and people practices.

Objective 1: Role model an organisational culture that respects and values difference across our county and in our workforce.

Objective 2: Promote inclusive design and accessibility for disabled people in Norfolk and remove barriers to independence.

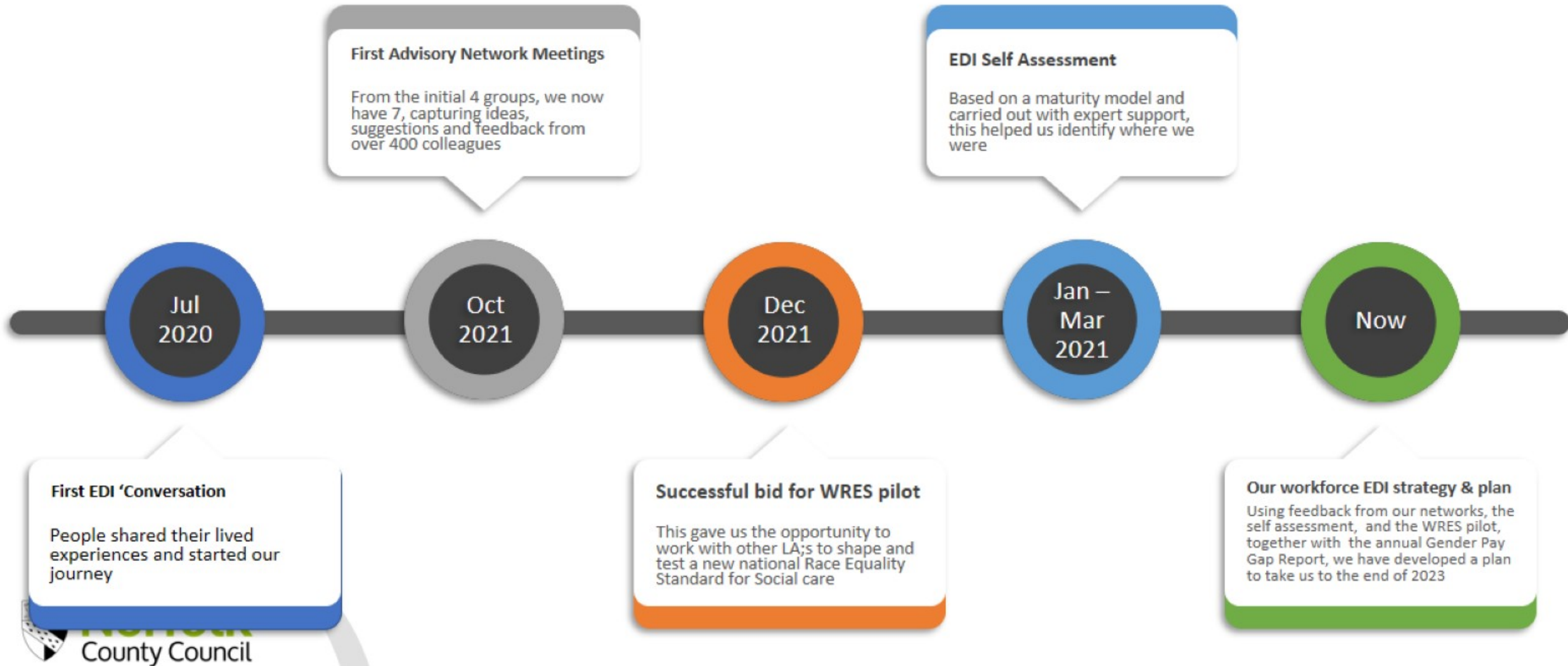
Objective 3: Strengthen hate incident recording and reporting protocols and better integrate these within safeguarding practice, to safeguard people in Norfolk from hate incidents.

Objective 4: Develop the Council's reputation as an employer that values difference, attracting and recruiting colleagues from a diverse range of backgrounds for the value they can bring to our organisation.

Objective 5: Support and encourage our colleagues to be the best they can be at work, providing them with an employment deal that is fair and inclusive, helping everyone to contribute to the ambitions of the Council

This People Strategic EDI Equality Action Plan supports the delivery of our corporate objectives and EDI priorities identified through self assessment and engagement with colleagues

Our Journey



Self Assessment Maturity Model

You are here

Transition Point

1 Compliance

- Policies are in place which focus on legislative compliance and equal opportunities.
- 'Activities' are aligned with ED&I principles..
- Governance and accountability, amongst leaders reinforces the business case and HR processes with key policies.
- Baseline data and trend metrics, help to inform decision-making to help the organisation, move forward.

2 Awareness

- Overarching ED&I strategy in place
- Recognition of barriers to entry for certain groups or certain individuals. For example, increasing representation of specific demographic groups i.e. women, different ethnicities and race, people with disabilities or LGBTQ+..
- What you say, how you behave and what you do, are aligned around ED&I.
- More sophisticated data and analytics are used to monitor progress

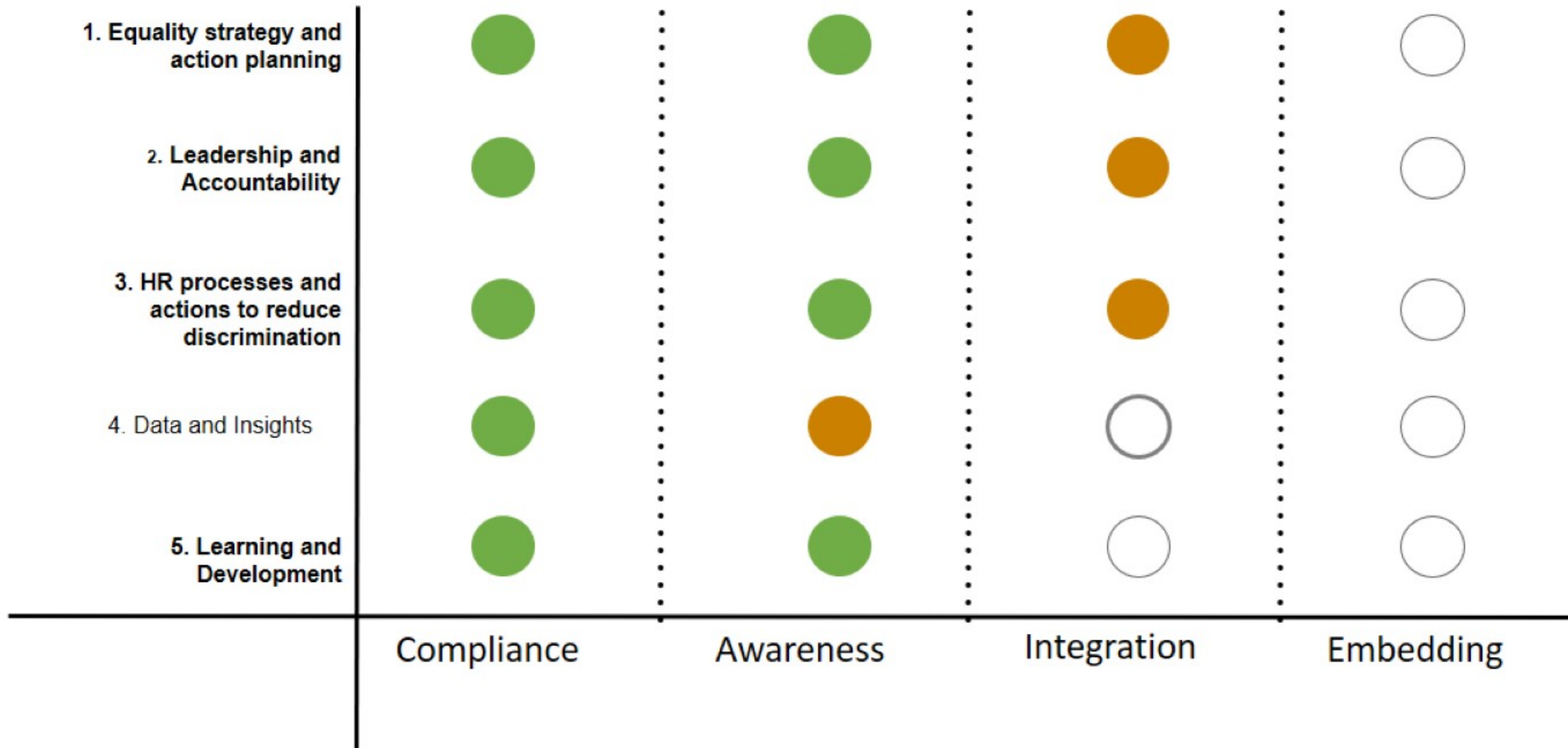
3 Integration

- Clear ownership and accountability for E,D&I and anti-discrimination that is led by the leadership
- Levelling the playing field for employees and addressing the systematic and cultural barriers
- ED&I is being integrated within the business and part of plans, work streams as a thread grows across all aspects of work.
- Awareness moving to behaviour change,
- The organisation is recognised externally for successes, and invites external scrutiny for improvement purposes.
- The organisation has an inclusive culture developing and demonstrates accountability for progress established.

4 Embedding

- Inclusion is a core component of all business activities and processes.
- Creating a high performance culture throughout equality, diversity and inclusion.
- Culture is seen as by people as the differentiator among competitors.
- Leading inclusively is a key competency for all of our people, workforce and service users — the ability to recognise, value and leverage difference is embed within the organisation.
- ED&I is part of the culture or DNA — a natural mindset for all our people.
- Consistently strong and recognised as leaders amongst the organisation, stakeholders and across the service delivery.





The self assessment made a number of recommendations that would help us move towards Embedding

WRES Findings

The WRES measures White and BAME* colleagues across 9 indicators. A summary of the results are shown below

Indicator	Outcome
1) Percentage of employees from a minority ethnic background in each of the council pay bands compared with the percentage of staff in the rest of the workforce	We are generally representative across the first 8 pay bands when compared to Norfolk overall (96.5% White 3.5% BAME (2011 Census), we are not representative at the higher pay bands (£70,000+)
2) Comparative rate of employees from a minority ethnic background being appointed from shortlisting	44% of white staff and 48% of BAME staff were appointed from shortlist. This suggests that white staff are very slightly less likely to be appointed from shortlist than BAME staff, however generally there is parity
3) Number of staff who entered the formal disciplinary process in the last 12 months	0.3% of white staff and 0.0% of BAME staff entered the formal disciplinary process. This suggests that BAME staff are slightly less likely to enter the formal disciplinary process, however care should be taken give the very low numbers involved.
4) Number of regulated professional staff who entered the fitness to practice process in the last 12 months	We did not report on this figure as it is not only NCC who can refer regulated professional staff to the fitness to practice process (the latest report showed that employer referral made up only 22% of the total referrals made.) DHSC are working with SWE to enable authorities to access this data directly from them in the future
5) Number of staff accessing funded non-mandatory Continuous Professional Development (CPD) in the last 12 months	We did not report on this indicator as there is no clear definition as to what should be included. Discussion with other authorities in the pilot also identified this as an issue and as part of the engagement with employee groups, it was agreed that we would carry out further engagement with those groups to identify what CPD was important to them and should be included in this indicator. We have therefore included that piece of work in our action plan.
6) Number of staff experiencing harassment, bullying or abuse from service users, relatives or the public in last 12 months	7% of white staff and 12% of BAME staff experienced harassment, bullying or abuse from service users, relatives or the public in last 12 months. This suggests that BAME staff are nearly twice as likely to experience harassment, bullying or abuse from service users, relatives or the public
7) Number of employees experiencing harassment, bullying or abuse from colleagues or managers in the last 12 months	4% of white staff and a maximum of 10% of BAME staff experienced harassment, bullying or abuse from their colleagues or manager in last 12 months. This suggests that BAME staff could be just over twice as likely to experience harassment, bullying or abuse from their colleagues or manager* (* This data was taken from the annual employee survey. This only reports a figure if more than 10 people respond to the question to protect individual names. For CS. We know that some people did respond, but less than 10. we have therefore based this data on a maximum of 9. These figures should therefore be viewed with extreme caution and we will look to improve the accuracy in 2022)
8) Turnover in the last 12 months	11.0% of white staff and 12.7% of BAME staff left in the last 12 months. This suggests that white staff are slightly less likely to leave.
9) Percentage difference between organisations' senior management membership and its overall workforce	95% of the whole workforce were of white ethnicity, compared to 96% of senior management. This is representative of the 2011 Census which showed that Norfolk was 96.5% White, however this figure is likely to change when the 2021 Census data is published next year

Strategic Principles

Our first step was to develop strategic principles that reflect our Values

Take Accountability

- We will have a robust Governance structure to hold ourselves to account

Make Strategy Happen

- We will have an annual Equality Action Plan with clear outcomes and timescales

Be Evidence Based

- We will use a range of qualitative and quantitative data to inform our plans and monitor our progress against those plans

Be Business Like

- We will use our networks and internal expertise to develop effective and value for money solutions

Be Collaborative

- Our solutions will be developed in partnership with colleagues who have lived experiences and we will work collaboratively with external partners to promote inclusion across Norfolk

Strategic Aims

We then developed three key strategic aims, which between them, link back to the Corporate EDI objectives

**Positive
Inclusivity
Through
Meaningful
Change**

A safe and respectful workplace where every colleague feels comfortable in being their authentic self (Corporate Objectives 1, 3, 4)

An inclusive and accessible working environment, ensuring that all colleagues can deliver the best at work (Corporate Objectives 1, 2, 3, 4)

A reputation where NCC is seen as an inclusive, respected and reputable employer (Corporate Objectives 1, 2, 3, 4, 5)

Clear measurable outcomes and actions were then developed using the feedback from our network, the WRES and self assessment recommendations to make our strategy happen.

A safe and respectful workplace where every colleague feels comfortable in being their authentic self

We will	By taking this action(s)	We will measure success by	We will report on our progress by
Support management to be effective at providing the necessary support for their teams	Providing training and education for managers using a variety of methods	Training take up and attendance/feedback Staff survey results	
Show a clear commitment from senior leadership to act as role models	Setting clear equality objectives for Senior leaders – pledge?	Examples of action taken to achieve objective	
Ensure colleagues are clear about what is deemed as unacceptable behaviour	Update our code of conduct and provide training on expected behaviour	Updated policy and guidance issued, communications, reduction in grievances relating to unacceptable behaviour	
Have clear support for employees who experience abuse	Update our policies, guidance and support on managing violence and abusive behaviour	Published policy and guidance, together with communication Feedback from colleagues on awareness and experience of support	
Ensure managers understand the importance of having diverse teams with a range of experiences	Incorporate the benefits of diverse teams into manager and recruitment training or stand-alone workshops Encourage conversations for managers to make full use of colleagues' talents and skills to make people feel valued	Training take up and attendance/feedback Increased diversity of applicants and people offered posts	
Celebrate diversity in all its forms	Annual communications plans, celebrating a range of events, together with a cultural calendar	Increased engagement in Advisory and Employee networks Attendance at events	

Inclusive and accessible working environment, ensuring that all colleagues can deliver the best at work

We will	By taking this action(s)	We will measure success by	We will report on our progress by
Ensure all colleagues can access what is required to work effectively	Actively support disabled colleagues Communicate the available support clearly and promote it effectively Promote the use of inclusive design and digital and physical accessibility Listen to Advisory and Employee Networks to understand needs'	Reduction in IMT and manager requests relating to accessibility Staff survey results – assessing whether the balance of the deal has improved for colleagues with different protected characteristics, particularly disabled colleagues Monitoring grievances and ill health-related dismissals	
Support management to feel confident in providing colleagues with the appropriate levels of accessibility	Use training or stand-alone workshops to support managers to feel confident in removing barriers Provide managers with guidance on having conversations around accessibility	Exit interview responses Feedback from the Advisory and Employee networks Reduction in grievances relating to accessible working Monitoring grievances and ill health-related dismissals	
Ensure that our recruitment practices see each person for who they are, irrespective of their gender, ethnic background, age or any other factor that can lead to unconscious (or conscious) bias	Promote NCC as a Disability Confident Leader Use positive action to support the recruitment for under-represented groups Take a strengths-based recruitment approach focusing on talents and skills	Increased diversity of applicants and people offered posts Continuing our Disability Confident Leader status	
Ensure colleagues and managers understand the difference between 'equality', 'equity' and 'inclusion'	Adopt the social model of disability Education and training Updating the EqIA guidance	Improved EqIAs that focus on removing barriers, as opposed to 'making adjustments' Reduction in IMT and manager requests relating to accessibility	

A reputation where NCC is seen as an inclusive, respected and reputable employer

We will	By taking this action(s)	We will measure success by	We will report on our progress by
Ensure all of NCC's processes are consistent, fair and inclusive	Review all policy and guidance and seek advice and feedback from the Advisory and Employee networks and colleagues from diverse backgrounds	Updated policy and guidance published Feedback from Advisory and Employee networks and staff survey results	
Have a workforce that at all levels represents the diversity of Norfolk	Incorporate the recommendations from the EDI recruitment review Support colleagues involved in recruiting to feel well-trained and supported relating to EDI by updating management and recruitment training Review the induction and onboarding support for colleagues who join from overseas Implement recommendations arising out of pay gap analysis	Increased diversity of applicants and people offered posts, particularly at senior level Monitoring the retention of colleagues with less than 2 years of employment Feedback from the EDI Recruitment & Career Development Group	
Ensure members of the public are aware of NCC's inclusive values	Promote the values of Together, For Norfolk Work with recruitment to incorporate the recommendations from the EDI recruitment review to ensure appropriate messaging is conveyed	Increased diversity of applicants	

Engagement and Communication

The purpose of the communications plan is to

- Ensure that current and prospective NCC colleagues are fully aware of the Corporate EDI objectives and our EDI People Strategy & Plan
- Inform, educate, and support all employees to adopt inclusive attitudes in every aspect of their working lives
- Enable Managers to understand the business benefits of inclusion and have the tools and education to increase inclusion
- Recognise and celebrate key events related to EDI

We use a range of channels to engage and communicate

- A dedicated area on MyNet that brings together the corporate service delivery EDI plan and the People strategy & plan
- Our employee networks
- Participation in regional groups with partners such as the NHS Inclusion group
- Internal communications including Friday Takeaway, manager's brief and tom's blog

Corporate Select Committee

Item No:9

Report Title: Strategy development and business planning at NCC

Date of Meeting: 17 January 2022

Responsible Cabinet Member: Cllr Andrew Proctor (Leader and Cabinet Member for Strategy & Governance)

Responsible Director: Paul Cracknell, Executive Director for Strategy & Transformation

Executive Summary

This report outlines the process that has been followed to develop the newly launched County Council Strategy *Better Together, for Norfolk 2021-25*, which also informs the proposed approach to business planning for 2022/23 and into 2022/23 and beyond.

Recommendations / Action Required [delete as appropriate]

The Select Committee is asked to:

1. Acknowledge the work to date to deliver the strategy
2. Provide feedback on the proposed approach to business planning as outlined in section 4
3. Agree the proposed next steps as outlined in section 5

1. Background and Purpose

- 1.1. Norfolk County Council has traditionally developed a series of strategic plans which set out the administration's ambitions and priorities. The County Council Strategy is a part of the Policy Framework in NCC's Constitution and is underpinned by our Medium Term Financial Strategy, service strategies and service delivery.
- 1.2. The previous county plan *Together, for Norfolk 2019-25* was endorsed by Full Council on 7 May 2019, its implementation, however, was interrupted by the

pandemic with the country going into lockdown in March 2020 and services refocusing their activities and plans to respond to the crisis.

- 1.3. As the crisis developed, it became clear that its impacts would be significant, and a new plan would be needed in due course to respond to this in the medium-term. Norfolk County Council launched a number of initiatives to support businesses and people, such as the Norfolk Delivery Plan in July 2020 and the Hardship Plan in November 2020. As the country entered further lockdowns, and faced ongoing uncertainty, the council continued to focus on responding to the needs of the county.
- 1.4. In February 2021, the roll-out of a large-scale vaccination programme enabled the government to implement a phased approach to recovery. The local elections in May 2021 provided a further opportunity to refresh and reset our priorities for recovery and renewal, building on longer term ambitions.
- 1.5. On 29 November 2021, the Council adopted a refreshed strategy "[Better Together, for Norfolk 2021-2025](#)" which makes clear our intent and represents the Council's strategic priorities. The timeframe of the strategy aligns with the term of the current administration. The policy framework in the NCC Constitution will be updated to reflect the strategy in line with the annual review.
- 1.6. This report outlines how the refreshed Norfolk County Council strategy "*Better Together, for Norfolk 2021-2025*" was developed, as well as the next steps the business planning process and the production of a whole-council Corporate Delivery Plan.

2. Strategic context

- 2.1 The COVID-19 pandemic has been the single biggest peacetime challenge Norfolk County Council has faced and continues to face. The collective effort from all parts of the council has meant that we have met this challenge head on and delivered, despite the most difficult of circumstances. It has forced us all, very quickly, to find new ways of working. We have compromised, adapted, become agile, thought differently and engaged across services and organisations like never before. COVID-19 has also served as a reminder of just what NCC can achieve when its scale and collective effort is singularly harnessed. Crucially it has also shown how much the public, private and voluntary sector in Norfolk expect of and rely upon NCC to provide effective strategic leadership at a time of emergency.
- 2.2 At the same time as tackling the service delivery challenges posed by COVID-19, we continue to face a mounting financial imperative for change. The council, alongside all local authorities across the country, has to deal with substantial financial pressures, including hidden and rising demand for services.
- 2.3 Whilst COVID-19 significantly impacted on our county and the council, it has not been the only catalyst for change. The public services landscape was already shifting – the Government's direction of travel on devolution, service integration and the importance of levelling up local economies has been clear throughout. The ongoing policy challenges we face in terms of growing service demand, additional statutory requirements and increased resident expectations has increasingly required greater collaboration, system-wide planning and a strong understanding of risk across public services, as well as the very clear realisation that no one organisation can resolve all problems – instead the

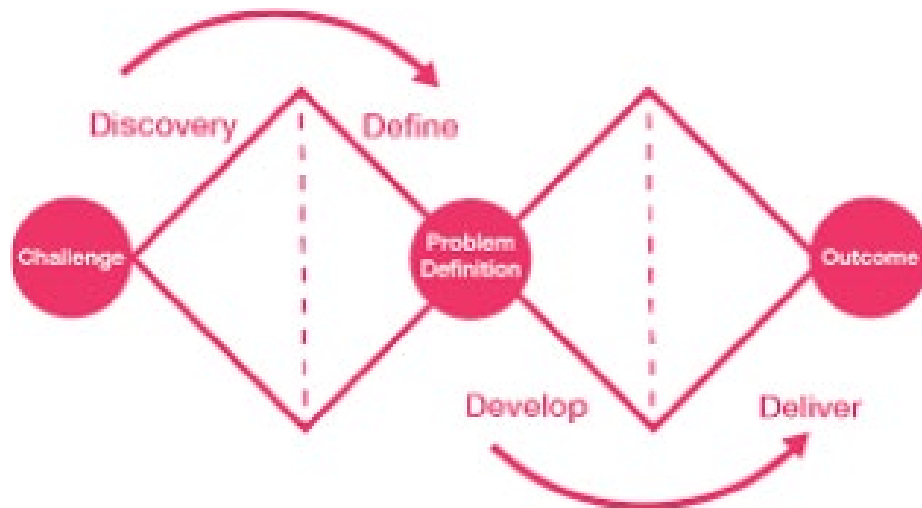
whole system should work better together, and in engagement with local communities, to develop a better offer and better outcomes for the people of Norfolk.

3. Refreshing our strategy

3.1. In refreshing our strategy, we took a systematic “double diamond” approach to agree or reconfirm our vision, our ambitions, and our strategic priorities.

3.2. The “double diamond” is a structured design approach to tackle challenges in four phases:

- Discover — using insights into the problem to define it
- Define — narrowing the lens to identify the area(s) to focus upon
- Develop — developing a set of strategic priorities and potential solutions
- Deliver — developing solutions that will work



3.3. In the first two phases of this approach (discover and define), we looked at our broader strategic context, analysing national data sources on the impact of Covid, conducting future-gazing work and having conversations with residents, communities and partners across the county.

3.4. From November 2020 to May 2021 we ran the Norfolk Residents’ Panel survey, asking over 1000 residents to comments on their experiences, concerns and recovery priorities. On 2 July 2021 we convened the “Rising to the Challenge Together” event, which brought together local leaders and stakeholders, and national think-tanks to look at the priority areas for recovery. Finally, from May through to August 2021, we worked across the organisation’s leadership team and Cabinet members to define several crucial issues. The combination of all analysis and engagement activities led to 6 areas being identified as requiring focus and planning:

- Economic recovery – this remains a key concern, particularly for certain sectors more sensitive to Covid-related changes or instability such as retail, leisure, hospitality, accommodation and aviation, as well as health

and social care, where recruitment and retention were already placing significant financial burdens on employers.

- Widening inequality – Norfolk had already highlighted that around 135,000 people currently live in areas described as in the bottom 10% most deprived areas. Analysis of a range of sources of data and information have highlighted how inequality has widened across the country, with these being felt most acutely in areas and in communities already identified as being amongst the most disadvantaged. Certain groups such as young people, older people and people with pre-existing health conditions, or learning and physical disabilities, were also shown to have had worse outcomes.
- The climate emergency – without action to help mitigate and reverse the effects of climate change, the impacts will be felt across the county, our services and affect our most vulnerable residents, more specifically coastal communities and those living in areas with increased risk of flooding.
- Technological innovation at pace – we have seen how technology and its adoption offers opportunities to do things more efficiently, effectively, and collaboratively, both across our organisation and also with partners. We are changing how we work internally and are keen to explore how we can change that externally too.
- Government policies, strategy and direction – including NHS integration reforms, levelling up agenda, focus on cutting public debt. These policies present both opportunities and risks, and continue to be subject to regular 'horizon scanning' internally.
- Financial pressures exacerbating the budget gap – driven by a combination of increasing demand across our people services (e.g., ageing population, higher numbers of children and young people with special educational needs, and learning and physical disabilities or poor mental health) and uncertainty over longer term funding for local government.

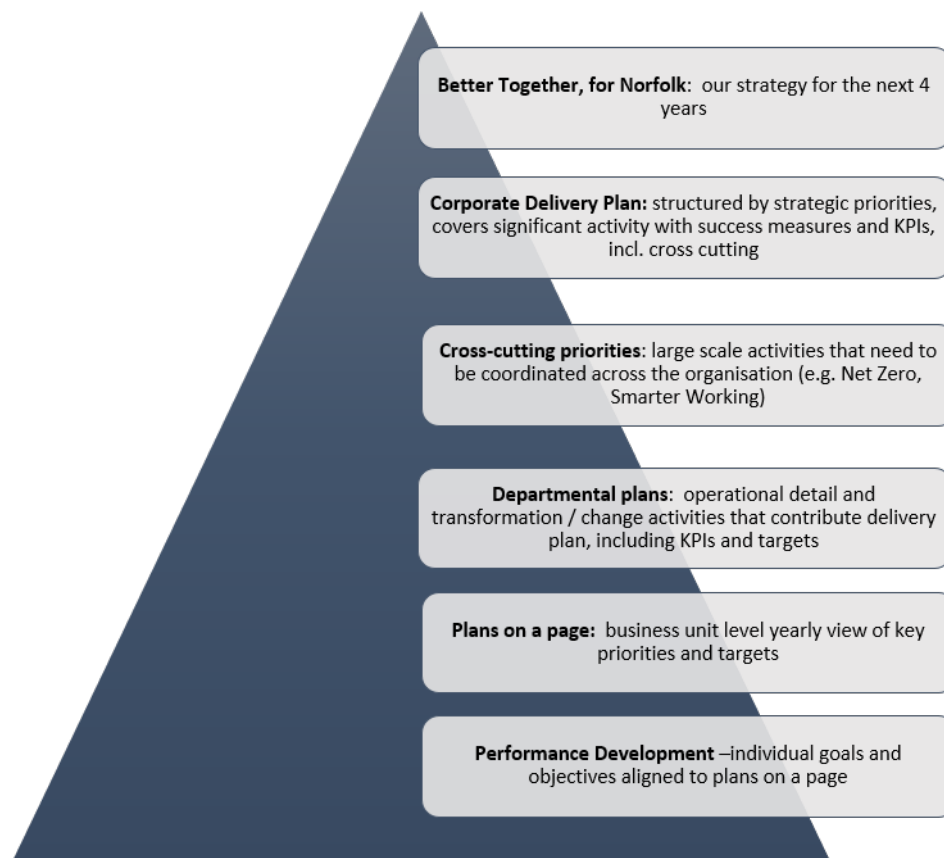
3.5. *Better Together, for Norfolk*, reflects and seeks to address these issues, putting us halfway through phase 3 of the “double diamond” design process – defining our strategic priorities. It draws on the learning from the response to and recovery from Covid-19 as well as the work of the last few years and focusses on five strategic priorities as follows:

1. **A vibrant clean and sustainable economy** – as well as growing the economy this is also about skills and creating high value jobs; growth and investment; infrastructure and digital connectivity
2. **Better opportunities for children and young people** –this priority includes raising educational attainment and creating better employment opportunities
3. **Healthy, fulfilling and independent lives** - supported by themes of levelling up health; Living Well; and Better Local Services.

4. **Strong, engaged and inclusive communities** – working with Norfolk’s mix of urban, rural and coastal communities that we can support and empower
 5. **A greener, more resilient future** - recognising our priorities for our physical environment, access to quality spaces and building community resilience on our journey to net zero
- 3.6. In order to focus the delivery of the strategy, we have further stated our strategic intent within each of the five strategic priorities. These are the building blocks around which our activity and investment is and will be focused, and show the difference we hope to make over the next 4 years, and beyond.

4. Business planning & delivery

- 4.1. The council has traditionally produced a number of strategic documents which make up our planning framework. The Corporate Delivery Plan is the new addition to the framework and is explained in more detail in the following sections. The refreshed framework is as follows:



- 4.2. As mentioned earlier, this process has refreshed our strategy, not written it anew. Therefore, as we progress with phases 3 and 4 of the “double diamond” approach, those of planning on what activities will deliver our priorities, we are not starting from scratch.
- 4.3. Our current transformation programmes continue to drive key service improvements - raising performance, changing the way we work and delivering significant efficiencies – and, at the same time, accelerating work to deliver the council’s five strategic priorities.

- 4.4. However, to achieve our strategic priorities within the current financial constraints, it will be necessary to continue to reform how key services and activities are designed and delivered, and also how we work across the local public sector system and with our partners in the most efficient and effective way. Therefore, as we continue to deliver the current programme, we will also further develop our ambitions and delivery plans. This will include a new, cross organisational approach to delivering on our strategy and on addressing the projected budget gap from 2023/24 onwards.
- 4.5. Existing service-focused approaches have been successful in delivering efficiencies to date, but these risk being largely exhausted by 2023. We have therefore taken a 'twin track' approach, running the 2022/23 budget-setting process whilst simultaneously working to develop a new approach to planning for 2023/24 onwards that will help put the Council on a stable financial footing, as well as setting in train, where appropriate, a more ambitious transformation programme, ensuring we're in the best possible position to deliver outcomes for our residents. We will also be concentrating our efforts on identifying, mapping and creating accountability for all our cross cutting priorities, such as Net Zero and Smarter Working to ensure clarity across the whole end-to-end process.

5. The Corporate Delivery Plan

- 5.1. The planned Corporate Delivery Plan will represent a single, whole-Council, rolling view of the critical activities and priorities that will deliver our strategy.
- 5.2. The Corporate Delivery Plan will be structured around our five strategic priorities. As with the strategy, it is not intended that the Corporate Delivery Plan will contain the detail of every activity we undertake. Instead, it will focus on the most significant strategy, commissioning, service, and capital activities for the next 1-3 years which:
- Support the delivery of political ambitions, outcomes, and objectives in *Better Together, for Norfolk*
 - Deliver our MTFS
 - Are business critical
 - Are high-risk (including reputational), value and complexity

It includes significant activities such as:

- Significant service activity (e.g. transformational changes in service delivery and business change projects)
- Commissioning of infrastructure (e.g. highways, property, ICT systems) and people services (e.g. children's, adults and public health services)
- Capital delivery (e.g. delivering new education, property and community assets in our capital programme)
- Strategy and policy development (e.g. new strategies, responding to changes in national policy and lobbying)

Operational detail on service delivery and business as usual activities, will continue to be contained in Departmental Plans.

- 5.3. Initially, the Corporate Delivery Plan will focus on those critical activities that relate to our 2022/23 planning cycle with the aim of starting that financial and performance year with a clear view of objectives, aligned to our budget targets. In the same period, we will put in place planning processes to enable us to better align our business and financial planning for 2023/24 and beyond.
- 5.4. The Corporate Delivery Plan will be published online alongside our strategy document and will be reviewed annually. A more detailed version, to include key milestones, resources, financial information, investment and / or savings, will be used internally to drive action planning and performance discussions.
- 5.5. The internal plan will be a “live” document to be reviewed on a quarterly basis. In developing this regular reporting mechanism, we will seek to utilise automated processes as much as possible (such as MS forms) to maximise efficiency and minimise the administrative burden on both frontline and corporate central teams.

6. Managing performance

- 6.1. Alongside the Council’s strategic documents sits the corporate Performance Management Framework, which is intended to provide Cabinet, our staff and our residents with assurance against the delivery of our strategic outcomes and the quality of our services. It also serves as a mechanism of governance, to identify good and poor practice against a series of set targets.
- 6.2. The current framework includes a range of performance measures, our Corporately Significant Vital Signs, which are reviewed quarterly by Cabinet. The launch of our new strategy and the reassessment of our strategic priorities and financial challenges, provides the opportunity to review the existing framework, measures and associated management Tools, to ensure it is fit for purpose and aligned with our strategy. We also want to ensure that key metrics and performance can be compared to and validated through external sources and benchmarks.

7. Next steps

- 7.1. Over the next two months, we will:
- Hold a series of workshops with senior leadership teams and heads of service to identify:
 - those activities that currently contribute to the delivery of our strategy and financial sustainability
 - activity targets and milestones
 - key dependencies and cross cutting priorities
 - What gaps we have and what we could or should do to address those – using the start/stop/continue model
 - What additional knowledge, skills, or resources we need to deliver on our strategy in a financially sustainable way
 - Align with financial planning so that business planning and budget planning for future years are a better integrated process.
 - Review and redesign the Performance Management Framework and “Vital Signs”, with potential further development of our associated reporting and monitoring tools.

- Review our use of internal and external sources of data to ensure our performance measurement can be appropriately benchmarked, compared and measured in a SMART way.

8. Financial Implications

- 8.1. There are no direct financial implications arising from this report. However, work is underway to understand what additional capacity may be required to deliver the business and financial planning process and the performance framework.
- 8.2. The financial context for the strategy and the business plans will be set through our annual budget planning process and Medium Term Financial Strategy.

9. Resource Implications

- 9.1. **Staff:** As outlined in the Financial Implications in section 6.1.
- 9.2. **Property:** n/a
- 9.3. **IT:** n/a

10. Other Implications

- 10.1. **Legal Implications:** n/a
- 10.2. **Human Rights Implications:** n/a
- 10.3. **Equality Impact Assessment (EqIA) (this must be included):**

A core purpose of Better Together, for Norfolk is to 'level up', to ensure that 'no community is left behind'. In compiling the strategy, a wide range of evidence was reviewed, to ensure that Better Together, for Norfolk gives due regard to equality, in relation to:

- Eliminating discrimination, harassment, victimisation, and any other conduct that is prohibited by or under the Equality Act 2010;
- Advancing equality of opportunity between people who share a relevant protected characteristic and people who do not share it;
- Fostering good relations between people who share a relevant protected characteristic and people who do not share it.

The priorities in Better Together, for Norfolk reflect the conclusions drawn from this analysis. The strategy is informed by the Council's Equality, Diversity and Inclusion Policy and the Digital Inclusion equality impact assessment.

A key delivery plan for Better Together, for Norfolk will be the Council's Equality, Diversity and Inclusion Plan, which sets out more detailed work to deliver actions to promote equality and tackle disadvantages in Norfolk.

As the Corporate Delivery Plan will be pulling together business activity, it is expected that each project or activity will undertake its own Equality Impact Assessment. The requirement for an up-to-date Equality Impact Assessment will be stated in the Corporate Delivery Plan.

- 10.4. **Data Protection Impact Assessments (DPIA):** n/a

- 10.5. **Health and Safety implications (where appropriate): n/a**
- 10.6. **Sustainability implications (where appropriate): n/a**
- 10.7. **Any Other Implications: n/a**

11. Risk Implications / Assessment

- 11.1. Without a coherent strategy and plan, the Council will not have a set of overarching corporate objectives to shape direction, financial choices, and activities. A strategic plan will further enable the Council to align its operating model to the longer-term objectives, reducing the risk of silo working and allowing a smarter and more efficient deployment of resources.

12. Recommendations

The Select Committee is asked to:

1. Acknowledge the work to date to deliver the strategy
2. Provide feedback on the proposed approach to business planning as outlined in section 4
3. Agree the proposed next steps as outlined in section 5

11. Background Papers

- 11.1 Our Council strategy - [Better Together, for Norfolk 2021-2025](#)

Officer Contact

If you have any questions about matters contained within this paper, please get in touch with:

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If you need this report in large print, audio, braille, alternative format or in a different language please contact 0344 800 8020 or 0344 800 8011 (textphone) and we will do our best to help.

CORPORATE SELECT COMMITTEE – FORWARD WORKPLAN 2022

Corporate Select Committee	17 January 2022	15 March 2022	12 July 2022
Corporate	<p>Part A –</p> <ul style="list-style-type: none"> • Staff survey update and planning for 2022 • Gender pay report • NCC Strategy, business planning and performance management framework <p>Part B – Committee forward plan</p>	<p>Part A –</p> <ul style="list-style-type: none"> • Business Transformation and Smarter Working • Digital connectivity across Norfolk <p>Part B – Committee forward plan</p>	<p>Part A –</p> <ul style="list-style-type: none"> • myOracle implementation • Customer experience strategy <p>Part B – Committee forward plan</p>