

Support for our people at NCC

Presentation for Audit Committee

21 January 2021

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Agenda items

1. Summary of our workforce priorities during pandemic
2. What our colleagues say about working for the Council – before and after lockdown
3. Summary of our well-being offer
4. Learning Offer
5. Communication examples to connect with workforce

Our Workforce priorities

Priorities

Helping and supporting managers to lead in exceptional circumstances, including remote working

New communication approaches to managers and colleagues – all about promoting compassion, support and clarity

Providing professional advice and support across health and safety and infection control requirements for NCC workforce and workplaces, PPE, testing and vaccination programmes

Providing learning and development offer for managers – delivered remotely

Providing digital skills training for working remotely – delivered remotely

Providing well-being support offer, with additional services including Manager Outreach, critical incident support, adult education online offer

Clear adaptable policies and practice which supported flexible working, and deployment to priorities

Tools and equipment to work at home (kit, £250 allowance)

People metrics to check availability, health and well-being

Our Staff Survey ran for 3 weeks over the local down period.

Key Drivers	2020			2019
	Before March 18	After March 18	Overall	Overall
1. There is a clear link between my Performance Development Discussion and my team's goals	65	69	67	68
2. My manager recognises that speaking openly about work related issues provides an opportunity to improve things	74	78	75	77
3. NCC's Directors and Heads of Service inspire me to use my own initiative	49	58	52	50
4. NCC's Leader and Executive Directors have a clear vision for the future of the organisation	56	64	59	56
5. I often experience excessive pressure in my role* <i>*lower is better</i>	66	63	65	69

Key



Good score / outcome to be celebrated.
(75+)



Moderate score / outcome.
Capable of improvement.
(51 - 74)



Relatively poor score / outcome.
A clear signal to take steps to improve.
(50 or less)

How colleagues describe NCC and changes over 2 years

Conversational (eg 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)
2020						
60	56	64	64	63	56	56
2019						
57	53	60	62	60	60	55

Engagement study in October identified key messages about what's most important to colleagues

- ❑ Human Connections
- ❑ Service productivity and performance
- ❑ Organisational Identity – “Supportive”
- ❑ Flexibility
- ❑ Equipment and Tools to do the job



Our well-being offer:



- ✓ 3000 employees supported to buy kit
 - ✓ 333 Mental Health First Aid champions
 - ✓ 209 wellbeing facilitators
 - ✓ Trade union engagement and positive relationships
 - ✓ 3.3% absence – below target
 - ✓ 87.5% under 2 years retention – more stayed
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- ✓ **Key Services:**
 - ✓ Norfolk Support Line
 - ✓ Self-referral for counselling
 - ✓ Critical incident service for trauma support
 - ✓ Musculoskeletal rehab service
 - ✓ Individual risk assessments/including BAME and high risk health

Our development offer:

Leadership and Management Development Opportunities - Norfolk Development Academy 2020–2021

Welcome to the overview of all learning and development opportunities related to Leadership and Management at NCC. We have separated the offer into 4 key areas; Aspiring Managers, New Manager Experience, Leading Teams and People, Leading Services and Organisations. Below you will find a handy guide to each of our development options – to help you navigate at a glance we have used some symbols so you can quickly identify your preferred learning approach. Running throughout our core offer is access to the following: Coaching, Mentoring and access to a virtual Leadership and Management Community via MS Teams.

WHAT'S AVAILABLE AT A GLANCE...			
ASPIRING MANAGERS	'NEW MANAGER EXPERIENCE'	LEADING TEAMS AND PEOPLE	LEADING SERVICES AND ORGANISATIONS
<ul style="list-style-type: none"> • NCC Aspiring Manager Programme • Coaching • Mentoring 	<ul style="list-style-type: none"> • New Manager Induction • Coaching for Performance • Online Manager Kit • The Fundamentals of Finance • Situational Leadership • Coaching • Mentoring • New Manager MS Teams Community 	<ul style="list-style-type: none"> • Coaching for Performance • Effective Conversations: Coaching Skills for Managers • Valuing Diversity for Managers • Interview Skills for Interviewers • Managing Conflict • Managing Virtual Teams • Creating and Managing Budgets • Situational Leadership • Communicating Change • Managing Sickness & Long-Term Sickness Absence • Optimising Team Performance • Coaching • Mentoring • MS Teams Leadership and Management Community 	<ul style="list-style-type: none"> • Leading Change • Creative Thinking • Building Blocks of Business Success • Quarterly Development Forum • Coaching • Mentoring • MS Teams Leadership and Management Community

SYMBOL CODE



Blended Learning



Online Learning



Workbook



e-learning

Communicating with colleagues with myNorfolk Winter

- ❖ Communication weekly Newsletter style for all employees (weekly in December then review frequency)
 - ❖ Highlight and market the range of offers/support
 - ❖ Create upbeat, positive messaging
 - ❖ Provide easy signposting
 - ❖ Create a sense of “we have your back”
 - ❖ Emailed and on mynet
- ❖ Other comms vehicles:
Manager’s Brief will continue – keeping it short and clear on key topics managers need



Money



Working
remotely



Wellbeing
over Winter



Connecting with
Colleagues



Skills and
Learning



Management
support