

Theme	What we are currently doing and experiencing	What else is needed?
Wellbeing 	✓ Paying more attention to wellbeing. ✓ Talking and asking about wellbeing. ✓ Developing and sharing resources to support wellbeing (Physical, Mental and Financial). ✓ Recognising that timing is important, there is a sense many are coping well just now but may not be in another few weeks.	⚠ Continue to develop and share resources. ⚠ Evaluation - how do we know our wellbeing resources are working? ⚠ What about our hard to reach groups? ⚠ More information about how people are coping and adjusting, not just those that respond to surveys.
Leadership 	✓ Leaders are paying more attention to wellbeing, it matters to them and we can see that in their actions. ✓ Leaders are showing compassion, empathy and kindness. They are showing vulnerability and are behaving more authentically, engaging with the workforce, greater visibility and engagement, paying attention to how they treat people, saying thank you. ✓ Leadership skills that motivate and support others to make decisions. Leaders recognise they don't have all the answers and are giving people the autonomy and space to adapt and make decisions. This is creating trust. ✓ We have a clarity of purpose and priorities during COVID-19 which has helped us align our resources ruthlessly and rapidly.	⚠ More compassionate leadership, more empathy and adaptability. ⚠ Flexibility and different styles of leadership - command and control, adaptive leadership, compassionate leadership - at different times. ⚠ Commitment to developing empowering, innovative environments where people can do great work. ⚠ Review leadership frameworks, competencies, values and performance management systems to ensure they encourage and enable the right leadership behaviours.
Flexible adaptable workforce 	✓ A mixed picture - willingness from many people to be flexible and adaptable and to go the extra mile, fear and uncertainty for others, people struggling and not performing. ✓ Current focus is on mobilizing staff and volunteers, there are challenges with workforce info becoming out of date quickly as it is constantly changing. ✓ We have created empowering environments with a 'can do' attitude and a focus on solutions. ✓ Decision making is faster and more streamlined.	⚠ A broad range of skills development that supports individual transitions and learning. ⚠ Meaningful and up to date info about workforce skills and availability. ⚠ More innovative ways of reaching people, those who are not digitally enabled or have no time at their desk. ⚠ More work to create empowering and supportive environments. ⚠ Review processes and systems to ensure they match with how we want people to behave and work in the future.
Remote working/ home working 	✓ Some positives: • Allows a welcome flexibility of how and when to work • Enables a good work life balance ✓ Some challenges: • Difficult to juggle home and work pressures • Feelings of isolation • Digital tools, systems and skills not as good as they should be	⚠ A better understanding of what is and isn't working. ⚠ More and better communication and support. ⚠ Review of policies and guidance to support home working. ⚠ Skills development. ⚠ Support for and good practice around virtual learning and virtual meetings.
Support for managers 	✓ There is a mix of practice just now, some managers are responding well to the situation, they are describing: • Talking to team, regular 1-1's and team catch ups • More quality conversations with more people ✓ Resources being used include: • Coaching for managers • Sessions for managers to provide advice and signpost support available • Virtual learning around managing remote teams • Manager briefings, articles, webinars	⚠ More support for managers. Support to develop new skills – managing remote teams, coaching style, skills to have difficult conversations – and tools and templates to use. ⚠ A move away from competencies and frameworks and towards good conversations. ⚠ Asking managers what else they need.
What we are learning and how we are re-imagining 	✓ We are all sharing our resources. ✓ We are asking everyone “what are you learning?” ✓ The crisis itself has been an enabler, things spoken about and considered for years have now accelerated at great pace e.g. agile, home working, using virtual software and technology. ✓ We have a sense of “joint purpose” which has been a strong enabler through this – all pulling together. ✓ A sense of what matters - the wellbeing of our citizens and communities, our workforce, ourselves.	⚠ Keep asking “What are we learning?” and use learning from the past and the present to shape the future. ⚠ Stop talking about recovery and getting back to BAU, focus on renewal. ⚠ Balance managing the present with looking at the future and how we will emerge. ⚠ Continue to share thinking, experiences, learning, good practice and resources with each other. ⚠ Continued and more collaboration, working closely with partners and citizens – build on what we have and embed it