

## ABERDEEN CITY COUNCIL

---

<b>COMMITTEE</b>	Staff Governance Committee
<b>DATE</b>	3 October 2022
<b>EXEMPT</b>	No
<b>CONFIDENTIAL</b>	No
<b>REPORT TITLE</b>	Leadership & Management Development - update
<b>REPORT NUMBER</b>	CUS/22/223
<b>DIRECTOR</b>	Andy MacDonald
<b>CHIEF OFFICER</b>	Isla Newcombe
<b>REPORT AUTHOR</b>	Sandie Scott
<b>TERMS OF REFERENCE</b>	2.4

---

### 1. PURPOSE OF REPORT

- 1.1. To present to Committee our refreshed approach to leadership and management development, which will form a key part of our Workforce Strategy which will be presented to Staff Governance Committee in November.
- 1.2. This report is providing assurance to the committee that leaders and managers will be supported to develop and nurture the capabilities needed to facilitate the organisational culture to strategically orient ourselves to deliver the outcomes of the next phase of our Target Operating Model – TOM 1.2, and ultimately our collective vision for the future of Aberdeen.
- 1.3. Our approach to developing leaders and managers forms part of our overall approach to workforce development, based on our capability framework, the entirety of which will be presented to the next committee.

### 2. RECOMMENDATIONS

That the Committee:

- 2.1. note the refreshed approach to Leadership & Management development and the upcoming delivery timeline; and
- 2.2. agree that a coaching approach to managing and leading should act as a core foundation within all of our management development programmes

### 3. CURRENT SITUATION

#### 3.1. Context

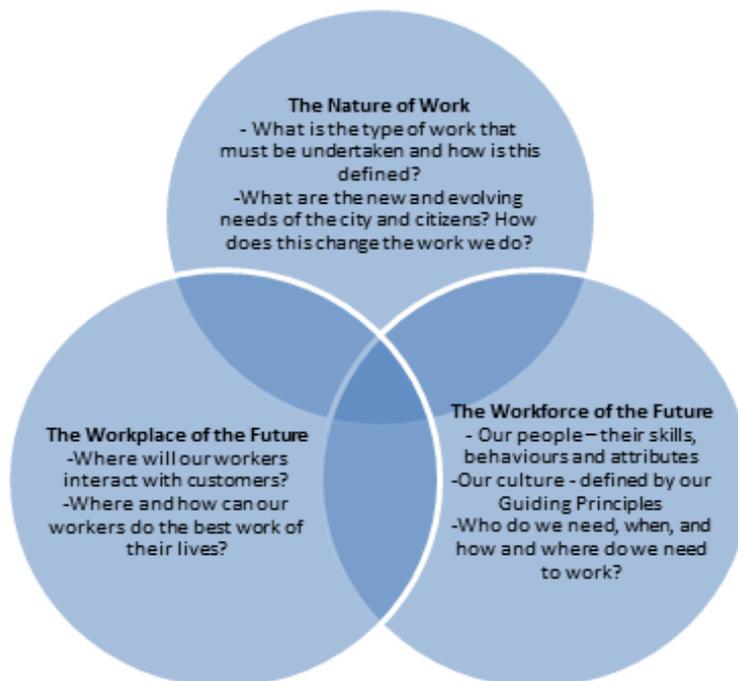
- 3.1.1. COVID-19 has undoubtedly changed the way we work – and yet our journey to transform ways of working did not start when COVID-19 hit. Our organisational transformation began in 2017, when we embarked on our programme to bring us towards a new ambitious target operating model,

TOM 1.1. The aims of our transformation programme included a shift in the way we work, both digitally - in the tools and technology we use to do our jobs; and culturally - in the way we treat one another and our customers, set out in our Workforce Plan. From 2017 to the start of the pandemic, we made some incredible progress in modernising and delivering services in a more flexible and adaptable way for our customers; and agreeing a new working culture, through our Guiding Principles, created by us – the people of Aberdeen City Council – and for us, to guide the way we work, the way we behave with each other and make sure we all have the same understanding of what it means to work here.

- 3.1.2. To provide clarity of expectation for the workforce on the knowledge, skills and behaviours required to deliver the intended outcomes of TOM 1.1, we introduced a Capability Framework for all employees. The behaviours required were defined by our workforce through the Guiding Principles. The Capability Framework added skills and knowledge to this, to produce a comprehensive framework describing the individual capability required of each employee, structured into five levels reflecting the complexity of all our job roles.
- 3.1.3. To enable employees to develop themselves to meet these expectations, we created an online digital learning platform, The Learning Academy, which hosted a wide range of self-led, team-based and facilitated workshop learning opportunities and resources.
- 3.1.4. To enable our leaders and managers to lead and support their people through the changes, and upskill and align themselves to meet the needs of the evolving organisation, we introduced a face-to-face programme of leadership development, called Step On, Step Up. This programme was undertaken by 30% of managers with an average satisfaction score of 90%.
- 3.1.5. To distribute leadership throughout the organisation and bring leaders together, we created a Leadership Forum, which is a network of now over 600 leaders of people from all across Aberdeen City Council and aims to:
  - Keep leaders informed on key developments
  - Provide a space for leaders to get actively involved in what's happening and to involve their teams
  - Facilitate collaboration, sharing and problem solving for leaders all over the council.
- 3.1.6. This Forum played dividends throughout pandemic – with high engagement at digital events and over 200 managers joining live sessions.
- 3.1.7. The pandemic has clearly had a major impact on the world of work – employee expectations have shifted and the concept of ‘workplace’ is now far more fluid.
- 3.1.8. Aberdeen as a city is changing rapidly – with aspirations and potential to lead the way in energy transition for the world, and with citizens who must endure the legacy of the pandemic and face the potential energy crisis of the very near future. As a local authority, we have a duty to respond to and serve

these evolving needs of the city and people, by upskilling and equipping our workforce with the resilience, skills and opportunities to meet the challenges ahead.

- 3.1.9. The agreed Target Operating Model 1.2 sets out our objectives for continuing our digital journey and developing a workforce that is flexible, ensuring all staff have the necessary skills to work effectively within the Council's operating model. At the heart of the aspirations of TOM 1.2 is our people – and a crucial need for our organisational culture to build and enable their capabilities to enable them to thrive within a changing environment. TOM 1.1 and the guiding principles set us on a path of cultural change and TOM 1.2 sets the next phase:



- 3.1.10. Specifically, the workforce outcomes agreed in TOM 1.2 are:
- A workforce that delivers on our purpose, flexibly and adaptively, focusing on the areas of greatest impact through early intervention and prevention
  - Our workforce is able to change, improve, think and act in radically different ways
  - Collectivism and collaboration is the norm, diverse voices within the organisation have a platform
  - Our workforce is empowered to act at the point of need
  - We recognize individual skills and passions and reward delivery against our core purpose.

### **3.2. Job Families: a tailored approach to workforce development**

- 3.2.1. With over 8000 employees and over 1000 different job roles across the council, it is clear that a one-size-fits-all approach does not work for the complex size and scale of a local authority. To deliver on the workforce outcomes in TOM 1.2, it is proposed instead to take a tailored approach to workforce communication, engagement and development, where we group all job roles

by the typical demands and workstyles that represent them, into one of five key Job Families:



3.2.2. By tailoring our employee experience by Job Family, we can ensure that our corporate products and services are designed with the end-user – our employees – in mind. The profiles of each of our Job Families has been built through engagement with a range of employees, based on their lived experiences, needs and challenges at work. All 1000 different job roles at Aberdeen City Council have been provisionally mapped to a Job Family and these alignments will soon be sense-checked by Cluster, by Senior Management Teams across the organisation.

3.2.3. Specifically, the aspects of workforce development that are proposed to be shaped by Job Family are: the capability framework, mandatory training and personal & professional development programmes. It is proposed to introduce five core capabilities for all employees, with varying indicators by Job Family, that will run through all aspects of our workforce development programme. These are inspired by our Guiding Principles and are:



3.2.4. The full Job Family approach to workforce development will be presented to the next Staff Governance Committee, following finalisation through additional employee and trade union engagement.

### 3.3. Engagement to Date

3.3.1. To inform the design of the Leadership and Management Development Framework, a wide range of employee engagement has been undertaken with managers, trade unions and employees, as follows, and detailed in Appendix A.

- 3.3.2. To understand managers' needs and challenges, widespread and longitudinal research has been undertaken with People Managers from across the organisation – from focus groups and one-to-ones with our Chief Officers, to surveys and open space events with our Leadership Forum of over 600 members, to discovery workshops with operational supervisors.
- 3.3.3. To understand where improvements in the manager-employee relationship can be made – and what development could be useful for managers to prevent escalation to HR policies – we have engaged extensively with our Trade Union colleagues through weekly Director-Union Engagement Meetings and in focussed engagement sessions on Appraisal, Job Families, the Capability Framework and Mandatory Training.
- 3.3.4. To understand what employees are looking for from their People Managers, we have a rich source of employee data gathered through ongoing engagement.

#### **3.4. A Focus on People Managers**

- 3.4.1. People Managers at Aberdeen City Council play a crucial role in our cultural transformation: in aligning their teams to embrace the direction needed by our shifting context; supporting them through the challenges this will bring; and ensuring that all staff have the right skills and working environment practices to operate within a changing environment. Independent studies by the Conference Board, Bersin by Deloitte; and HR analytics experts McBassi & Company, highlight that leadership development is one of the most pressing issues facing organisations today – because strong and wise leadership allows organisations to find that edge that allows them to succeed and thrive in an increasingly challenging financial environment with evolving needs and service demands. This is particularly true during periods of change, where any breakdown in communication and engagement from local managers can be devastating to the employee relationship and impact on attendance, absence, productivity and performance and increase the use of formal policies to resolve.
- 3.4.2. Aberdeen City Council has over 1000 People Managers throughout the organisation, supporting employees in all Job Families, across over 1000 different job roles. Along with all other Job Families, a People Manager capability framework is being developed which will provide for managers a solid appreciation of the skills and mindset that our 21st century leaders need to be successful in this new and changing world.
- 3.4.3. It is critical that we equip our current and future People Managers with the skills to thrive, and enable others to thrive, in our volatile, uncertain, complex and ambiguous world, with a comprehensive programme of Leadership and Management Development programme and a common, agreed understanding of what leadership and management at Aberdeen City Council looks like.

3.4.4. To deliver the workforce outcomes outlined in TOM 1.2, and based on the feedback received, this programme must develop leaders and managers who:

- Drive change, improvement and transformation in an engaging and collaborative way
- Seek and incorporate feedback and challenge and in turn able to both support and challenge others and systems in service of our organisational/LOIP outcomes
- Distribute leadership – empower others
- Work across and actively dismantle boundaries
- Promote and enable health, wellbeing and psychological safety for themselves and others
- Develop self-awareness and drive their own development
- Coach for Performance - Set an environment of empowerment, accountability and individual and shared responsibility for outcomes and performance
- Hold a peer-peer learning mindset
- Embrace and develop a coaching culture
- Develop and nurture all talent including our leaders and managers of the future

3.4.5. We have a duty to ensure our People Managers are competent to undertake primary functions of their role by providing training in practical foundational people management skills, such as coaching, performance and absence management. But we also need to inspire our current leaders by providing more advanced behavioural workshops that challenge our leaders to see and change their own behaviours to deliver the culture needed to deliver TOM 1.2. We need to create pathways and opportunities that empower and enable our leaders of the future, so that we retain high potential employees and create resilience in our organisational leadership by ensuring succession plans that motivate people to rise.

3.4.6. The programme must be highly accessible, visible and relevant to our different levels of People Managers in the organisation. It must be flexible to meet the needs and aspirations of our People Managers – providing them with a range of development options that meets the diverse way people learn.

### **3.5. Coaching as a key lever for employee engagement and high performance**

3.5.1. A coaching approach is critical to our programme and organisation because it fosters motivation and a supportive, high performance work environment, which allows us to achieve our organisational aspirations and outcomes. Research (e.g. Ryan and Deci 2000) shows that there are three factors that make the difference to motivation:

- Autonomy – the belief and opportunity to control your own destiny
- Relatedness – feeling connected with others in a positive way that encourages trust

- Competence – knowing that you have valuable skills, qualities and abilities
- 3.5.2. Coaching works because it is entirely based on these psychologically proven principles – the more you encourage autonomy, relatedness and competence, the more confident people will be and the higher their performance.
  - 3.5.3. It engages employees to reflect and raise their own self-awareness, and empowers them to take ownership and responsibility for the actions that will enable them to thrive.
  - 3.5.4. For managers, it provides good structured conversations and active listening on the part of the coach or manager. Coaching approaches and skills are not natural for all managers and even those who do have this tendency need to keep practicing this as a core skill
  - 3.5.5. Strategically, Aberdeen City Council has recognised coaching as a beneficial method of personal and organisational development, and it has featured in our development programme for many years. As we move forward with delivery of TOM 1.2, it will continue to play a key role in supporting and enabling the continued culture change required.
  - 3.5.6. It is therefore proposed that coaching skills and a coaching approach to managing and leading others is a core tenet of our leadership and management development framework.
  - 3.5.7. It is critical that our Leadership & Management programmes introduce the concepts of 'leader and manager as coach' as the optimal style of people management at Aberdeen City Council, but also provide employees with the awareness of other leadership styles so that they can raise their own self-awareness about the implications of different leadership styles and apply flexibility and choice so that they can adapt to meet the individual needs of their team members and the situational needs of the team.



- 3.5.8. We understand from Hawkins 2012 that creating a coaching culture requires more than the investment of development in managers at different levels in an organisation – it must be complemented by the development of team coaching, an internal coaching bank and be embedded in HR and performance processes.

### 3.6. A refreshed approach to Leadership & Management Development

3.6.1. To meet the challenges set out above and equip our People Managers and leaders with the skills and mindset needed to thrive, four core programmes have been developed to support and develop people at all stages in their leadership and management careers:

- **People Management:** A foundation programme for new and existing managers to ensure good management basics are in place. This contains a variety of modules, designed to provide managers with the knowledge and skills set out under the revised Capability Framework, and includes face-to-face workshops and eLearning courses on Coaching, Performance Management, Difficult Conversations, Managing Change, Managing Health, Safety & Wellbeing.
- **Inspiring Leaders:** An advanced programme to inspire experienced managers to put skills into practice along with intense masterclasses. This will be essential for senior managers, but open to all and any leaders.
- **Aspiring Leaders:** A cohort-based development programme for aspiring senior leaders, i.e. those that might move to Chief Officer roles and those that might move to Service Manager roles as a starting point. It will support succession planning, talent retention and development.
- **Chief Officer Programme:** designed specifically for ECMT based on diagnostics and the need to role model the core elements of leadership and management training promoted for all.

3.6.2. Coaching is interwoven throughout and supports each of the four programmes (see Appendix B). It is intended to expand the provision of coaching skills into the core workforce development programme for all employees, so that we embed a coaching culture and establish peer-to-peer coaches throughout the organisation.

3.6.3. To further embed our coaching culture, it is further proposed that we consolidate our existing coaching resources through the creation of an **Internal Coaching Network**, with trained or qualified coaches, available for matching to employees within the organisation seeking to develop themselves available to support people anywhere throughout the organisation

3.6.4. This **Internal Coaching Network** will be supported and complemented by a pool of highly qualified coaches within People & Organisational Development, who can support and facilitate a coaching culture throughout the organisation with credibility and expertise, and embed coaching in HR and performance processes (also see Appendix B).

### 3.7. Mentoring

3.7.1. Complementing our Coaching Network, it is proposed that we also introduce a **Mentoring Network** as part of our Leadership & Management Development Programme by developing a confident and credible pool of trained mentors who are able to offer support to other members of

the organisation around specific areas such as career and role but also encompassing wider experiences and skills. Mentoring draws on the same skills associated with coaching, i.e. questioning, listening, clarifying and reframing, but differs from Coaching in that it typically involves a more experienced colleague sharing their greater knowledge to support the development of an less experienced one. A Mentoring Network is beneficial for Aberdeen City Council culturally as it encourages learning and growth in all areas of professional and personal development, it employees to become better leaders and professionals, and develops the habit of learning from and sharing with others, which reduces single points of failure.

### **3.8. The Leadership Forum**

3.8.1. Our Leadership & Management Development Programme will be promoted through and critical to the continuing development of The Leadership Forum, our thriving network of over 600 leaders from across the organisation. The Leadership Forum exists as both a digital community, connecting leaders and providing a platform for sharing news, opportunities, questions and ideas; a captive audience for face-to-face development, engagement and events. It will continue to connect all our current and aspiring People Managers.

### **3.9. Summary**

3.9.1. Our Leadership & Management Development programme has been in development for some time, including pre-pandemic, and whilst manager and leader training has continued to run, we are ready to launch now with a refreshed, renewed approach, that takes account of our employee engagement, and the contemporary organisational and wider context. This Leadership & Management Development Programme forms one strand of our upcoming Workforce Strategy, which we intend to present to November's Staff Governance Committee, and if agreed, will be visible as a key lever of delivery and which will in turn deliver the following predicted tangible benefits:

- We improve our customer's experience
- We mitigate reducing resources and ensure best value service delivery
- We increase flexibility which will reduce spend on agency
- Increased uptake of digital technologies and modern flexible working practices
- We reduce our absence rates
- We increase productivity / performance through improved employee engagement
- We reduce failure demand in terms of people management issues
- We are successful in our succession plans – we have pipelines of future leaders inspired and supported to continue a career with ACC
- We reduce single points of failure

### 3.10. Next Steps

- 3.10.1. The refreshed Leadership & Management Development Programme will be introduced to the Leadership Forum during September 2022, when we will seek participants for the pilot People Management programme, and seek recruits for our Aspiring Leaders Programme.
- 3.10.2. There will be a promotional campaign throughout October 2022, through a face-to-face networking event and digital engagement event, so that leaders can ask questions and provide their feedback.
- 3.10.3. The Chief Officer development programme is already underway as a rolling programme and we will evaluate this as it progresses over the next 12-18 months, evolving where needed to ensure the needs of our leaders are met.
- 3.10.4. The Coaching and Mentoring Networks will launch by December 2022, enabling People Managers at all levels to engage with one another to learn from one another and share knowledge.
- 3.10.5. With the fundamental People Management programme and enabling networks fully live, the Inspiring Leaders programme will launch in the new year, utilising feedback from the other development programmes.

### 4. FINANCIAL IMPLICATIONS

- 4.1 This will be funded by the Corporate Training budget held within People and Organisational Development.

### 5. LEGAL IMPLICATIONS

- 5.1 No known legal implications arising from this report.

### 6. ENVIRONMENTAL IMPLICATIONS

- 6.1 No known environmental implications arising from this report.

### 7. RISK

Category	Risks	Primary Controls/Control Actions to achieve Target Risk Level	*Target Risk Level (L, M or H)  *taking into account controls/control actions	*Does Target Risk Level Match Appetite Set?
Strategic Risk	None		L	Yes
Compliance	None		L	Yes

<b>Operational</b>	Low	<p>If the approach is not accepted by managers, there is an increased risk of possible disputes, staff morale issues; lack of change and modernisation of services; impaired adoption of new methods to improve customer service and reduce demand.</p> <p>This risk has been reduced through communication and engagement with People Managers throughout the development of the programme, and will be further mitigated by a holistic promotion and awareness raising campaign through digital and face to face means.</p>	L	<b>Yes</b>
<b>Financial</b>	None		L	<b>Yes</b>
<b>Reputational</b>	None		L	<b>Yes</b>
<b>Environment / Climate</b>	None		L	<b>Yes</b>

## 8. OUTCOMES

<b><u>COUNCIL DELIVERY PLAN 2022-2023</u></b>	
	<b>Impact of Report</b>
<p><b>Aberdeen City Council Policy Statement</b></p> <p><a href="#"><u>Working in Partnership for Aberdeen</u></a></p>	<p>Valuing our Staff</p> <ul style="list-style-type: none"> <li>Recognise that the Council depends upon its staff to deliver the services it provides and believe the Council must properly reward, train and support its staff.</li> <li>Engage regularly with staff and trade union representatives.</li> </ul> <p>These proposals take forward the enabling strategies and transformation programme articulated within the TOM 1.2, and form part of the</p>

	next steps for delivery of the outcomes and commitments.
<b>Aberdeen City Local Outcome Improvement Plan</b>	
Prosperous Economy Stretch Outcomes	As above
Prosperous People Stretch Outcomes	As above
Prosperous Place Stretch Outcomes	As above
<b>Regional and City Strategies</b>	As above.

## 9. IMPACT ASSESSMENTS

Assessment	Outcome
<b>Integrated Impact Assessment</b>	Stage One Completed.
<b>Data Protection Impact Assessment</b>	Checklist completed
<b>Other</b>	None.

## 10. BACKGROUND PAPERS

### 10.1 Workforce Plan

## 11. APPENDICES

- A Employee Engagement Data Sources
- B How we plan on developing a coaching culture

## 12. REPORT AUTHOR CONTACT DETAILS

<b>Name</b>	Sandie Scott
<b>Title</b>	People Development Manager
<b>Email Address</b>	<a href="mailto:sascott@aberdeencity.gov.uk">sascott@aberdeencity.gov.uk</a>
<b>Tel</b>	Find me on Microsoft Teams 😊

## Appendix A: Employee Engagement Data Sources

What engagement	When	What this told us about Leadership & Management
<p><b>Guiding Principles co-creation</b></p>	<p>2018</p>	<p><b>Purpose</b> matters. People want to understand how their role contributes to the bigger picture and feel like they are making a difference.</p> <ul style="list-style-type: none"> <li>- So it's critical our Leadership &amp; Management programme supports managers to align their team and employees with the vision and direction of the council and city.</li> </ul> <p>Our employees want to take <b>pride</b> in their work – and that they're producing work of a high standard. They want their ideas for improvement listened to and feel part of the solutions.</p> <ul style="list-style-type: none"> <li>- So our leaders and managers need to be skilled in providing feedback through regular one-to-ones and coaching employees to thrive. And in engaging employees to ask their views and empower them to own new ways of working.</li> </ul> <p>Feeling part of a <b>team</b> and working with others is one of the most important aspects of working life. Employees want to feel like they are being treated equally and that everyone is pulling their weight.</p> <ul style="list-style-type: none"> <li>- Our leaders and managers need to support good team spirit, whether all team members are together in person or working remotely. They need to create clearly understood team goals and ensure good communication within the team and that the team is working across boundaries to achieve shared goals.</li> </ul> <p>People want to feel <b>trust</b> in their work so they can get on and deliver a good job. But they want to feel and see this around them too – they want to see others step up.</p> <ul style="list-style-type: none"> <li>- We cannot afford micro-management – it poorly affects morale and reduces employee empowerment. Our leaders and managers need to lead through trust, coaching team members to achieve outcomes and having difficult conversations to hold people accountable when needed.</li> </ul> <p>Feeling <b>value</b> and being appreciated is critical – and it's our own specific individual contribution that we as employees want to be recognised for.</p> <ul style="list-style-type: none"> <li>- We need leaders and managers that hold regular one-to-ones and take the time to acknowledge good work, and also celebrate this more widely.</li> </ul>

<p><b>Future of Work survey</b></p>	<p>2019 – 2020</p>	<p>Six months into the pandemic, we undertook a wide ranging Future of Work survey to assess how people’s attitudes to work may be changing. Of the questions relating to leadership and management, we learned that three quarters of respondents meet with their line manager at least once a month, feel that there is good communication in place and feel confident to report any issues of concern to management. For some, whilst communication has been in place, the inability to have face-to-face contact with their line manager has diminished the quality of communication. And the ever-changing nature of COVID-19 has led to perceptions that managers have struggled to keep up with the fast-paced need for communication, with some indicating that communication is not always filtered down. The positive experience of line managers is not universal, however, with some respondents commenting that their line manager has not been as available to them during the pandemic or that they started well but have declined as the pandemic has drawn on.</p> <p>What this means that our leaders and managers need to have the skills to adapt to the individual needs of their needs members, be skilled at communicating with employees both face-to-face and digitally, embracing the latest digital tools to enable open and transparent communication and visibility.</p>
<p><b>Smarter Working Team Plan Activities</b></p>	<p>2021 – 2022 to coincide with offices reopening</p>	<p>To provide guidance and training to employees on hybrid working in a post-pandemic world, engagement has been undertaken with leaders across the council who were tasked with undertaking a Team Plan Activity and capturing their results while they undertake a Test and Trial of optimal workstyles. Of the 97 teams and services that have submitted their results, we can see that 63% of teams have said their optimal working style is hybrid.</p> <p>The responses overall reflected that teams had maintained productivity and delivered objectives whilst working from home. Nonetheless, maintaining contact is essential and in person contact should be encouraged. Wellbeing is very important and- whilst working from home is very productive- it is also intense and breaks between meetings should be encouraged. Social isolation and staff accessing support can be more difficult when completely virtual and it proved more challenging for managers to pick up on things which might be more identifiable in the office. In particular more face to face has been flagged as a requirement for new employees.</p> <p>This means that our Leadership &amp; Management programme needs to equip People Managers with the skills to effectively manage hybrid teams, that they carry out regular and effective one-to-ones</p>

		<p>where they discuss workload, outcomes, wellbeing and discuss when and where in-person days are useful, beneficial or essential for service delivery or personal/professional development.</p>
<p><b>Change Projects</b></p>	<p>2021-2022</p>	<p>Leaders and Managers play a critical role throughout any change projects. We developed a structured approach to change management through partnership with Microsoft to adopt new digital ways of working, which enabled us to transition to home-working for the pandemic so smoothly. From high level executive sponsorship from Chief Officers, to empowering managers at line manager level, there is a critical need to upskill People Managers at all levels with the <i>practical</i> skills and resources to lead and support change.</p> <p>Recent intensive work with services to land transformation projects within the Housing &amp; Support service and Social Work services has led to in-depth understanding of the people management challenges, that reinforces our need for change management training to be embedded within our Leadership &amp; Management Development Programme.</p> <p>Within Housing &amp; Support, transformation towards a new, combined role required high levels of listening and engagement between the staff group and the leadership team to resolve employee relations questions and move forward positively. This reinforced the need for clear and frequent communication from senior leadership; effective team-level communication to ensure clarity about new roles and responsibilities; open and two-way dialogue between managers and employees where people feel genuinely listened to and understood; and line manager support of the individuals going through change, including the use of 1-1s and personal development plans.</p> <p>Within Social Work, the implementation of a new digital customer relationship management system for over 1000 employees, spread over two organisations, three service areas and a wide range of job roles, has required an alternative delivery model for training. This has required Service Managers to understand their role and specific responsibilities as a senior manager in leading change, and the need to empower their staff to become champions and support them to lead change through delivering a coach approach to peer-based training.</p>

<b>Capability &amp; Development Framework Engagement Workshops</b>	Summer 2022	<p>As part of our engagement with representatives from all Job Families, colleagues within the 'People Manager' Job Family were asked what people want/need from their leadership development programmes. What we learn from this is:</p> <ul style="list-style-type: none"> <li>- There is a need for an induction programme/support for managers when they first start the job.</li> <li>- There needs to be greater clarity around essential/mandatory training and regular reminders of updates required.</li> <li>- A programme of events for the Leadership Forum, to discuss areas that affect all managers.</li> <li>- It can be challenging for managers to undertake training and development due to workload.</li> <li>- There is a need for managers to feel confident and competent in having performance conversations.</li> <li>- There's a need for a varied approach to training delivery – as online is more convenient for diaries and can host larger numbers; but “In person, you get more of a chance to speak to others within the organisation over coffee breaks etc. That is not the same when online.”</li> <li>- There's a desire for more networking and peer support opportunities to bring shared challenges, develop solutions, share best practice and build a supportive network.</li> <li>- There's a desire for dedicated CPD time.</li> </ul>
<b>Frontline Engagement</b>	Autumn/Winter 2021/22	<p>To improve the experience of appraisal for frontline employees, intensive engagement was undertaken with employees, supervisors and managers from across different frontline operational areas. The experience of appraisal is mostly poor or non-existent, with some employees reporting never having had an appraisal, and others experiencing it as a 'tick box' annual event. An online self-appraisal form has been developed for frontline colleagues to complete and for the results to be shared with their line manager to form the basis of a holistic appraisal conversation, which brings in their performance, behaviours against our Guiding Principles, feedback for their manager, their personal development and career aspirations, and their health, safety and wellbeing. Feedback from both employees and managers so far is very positive and we look forward to rolling this out more widely. It is clear from the feedback that this tool must be supported by training for supervisors in the skills needed by appraisal conversations, for example in Giving &amp; Receiving Feedback and in how to use the digital tools to capture the results, to ensure that frontline employees get a consistently good experience and supervisors feel competent and confident in carrying out this aspect of their role.</p>

<b>Trade Union Engagement</b>	2021-22 weekly DUE Meetings, Engagement on policies, informal engagement	<ul style="list-style-type: none"> <li>• Managers need the support and development to be able to do a good job</li> <li>• There needs to be a focus on supporting employees who are absent due to ill health – communication, occupational health referrals and a focus on wellbeing</li> <li>• Managers should seek an informal approach to people policies wherever possible in the first instance</li> <li>• Management practice is varied – there are some very good and some that could/should undertake further training</li> <li>• Sometimes managers have a tendency to ‘tell’ rather than empowering their team</li> <li>• Managers should involve staff at the earliest opportunity – seek their views and feedback and even empower to own and contribute to changes</li> <li>• Communication by managers in some areas / cases could be improved</li> <li>• Managers should have regular 1:1s and team meetings focussed on wellbeing, development and support for the individual – that they have built good relationships based on trust</li> </ul>
-------------------------------	--	---

Appendix B: How we plan on developing a coaching culture

	All employees	All People Managers	Internal Coaching Pool	Aspiring/Inspiring Leaders	Chief Officers	People & Organisational Development Advisers
Learning Intervention to develop coaching	Introduction to Coaching (2 hour internally delivered workshop)	Leader and Manager as coach (1 day externally delivered workshop / co-delivery with internal People Development Advisers, moving to full delivery by People Development Advisers)	2.5 day workshop in ILM Level 3 Coaching and Mentoring (with option to undertake additional modules and complete to achieve ILM Level 3 certificate)		3 x Masterclasses for Senior Leadership	ILM Level 5 in effective coaching and mentoring
Coaching available to this group	Any employee can request access to an internal or external coach	Can request access to an internal or external coach	Mentoring and supervision provided as standard.	Internal or external coaching will be provided for their own development	Executive Coaching (as required)	Peer coaching and external supervision through the North East Learning Collaborative

<p><b>Intended outcomes</b></p>	<p>Develop team coaching and organisational learning</p>	<p>Leaders support coaching endeavours Coaching becomes the dominant style of managing</p>	<p>Develop Internal coaching capacity</p>	<p>Develop team coaching and organisational learning</p>	<p>Leaders support a coaching culture and champion endeavours  Coaching becomes how we work with stakeholders  Coaching becomes the dominant style of managing</p>	<p>Develop External coaching capacity  Embed in HR and performance processes</p>
---------------------------------	--	--	---	--	--	--