

Appendix 3A – Leadership and Management Progress Update

We said we will	We Did
1. Develop a set of management and leadership standards / capabilities.	<ul style="list-style-type: none"> ✓ Initial workshop with Managers to identify what is needed from our leaders of the future. ✓ HRMB update report for discussion in October 2015 outlining progress so far and seeking approval to engage more widely with managers to co-create the capability framework.
2. Review our leadership and development offering and design a Managers curriculum which ensures we have the managers we need for the future.	<ul style="list-style-type: none"> ✓ Working with Surrey OD team to identify whether there are opportunities for joint delivery of management development programmes. This in part will be driven by the outcome of the Management and Leadership capability work.
3. Embed a coaching culture by developing our managers to use coaching as part of their everyday approach thereby promoting a supported and motivated workforce.	<ul style="list-style-type: none"> ✓ Improved promotion of existing coaching resource through an intranet page explaining the benefits of coaching and how to access it. ✓ Research to identify successful 'coaching' organisations and looked at how they embedded a coaching culture to maximise the business benefits of such an approach. ✓ This element is very closely linked to the appraisal review so is considered further in appendix 2b

Next Steps Years 2 & 3

Theme	Link to Council Plan	Key Activities
Leadership and Management	<ul style="list-style-type: none"> ✓ Keeping vulnerable people safe ✓ Making best use of resources ✓ Use of strategic commissioning ✓ One Council ✓ Strong partnerships 	Year 2
		<ul style="list-style-type: none"> ❖ A review of our current core skills training programme has taken place to clearly identify which courses are appropriate for people at different stages of their managerial career ❖ Finalise and launch the Management & Leadership Standards / Capability Framework. ❖ Consideration to be given to what our learning and development offer will be going forward, across all levels of management. This will be considered against the context of the range of service change programmes that are underway including East Sussex Better Together and possible Devolution. ❖ Build on existing work to embed a coaching approach to management across the Council
		Year 3
		<ul style="list-style-type: none"> ❖ Continue work to embed a coaching culture across the Council ❖ Review Managers curriculum to ensure fit for purpose.

Appendix 3B – Performance, Development and Reward Update

We said we will	We Did
1. Implement a Learning Management System	✓ See Appendix 1 – Year 1 Key Deliverables Progress Update
2. Launch a revised appraisal process	<ul style="list-style-type: none"> ✓ Working group created with departmental representatives. ✓ Staff engagement completed seeking their views on current process and what they would like to see from anything new. ✓ Design new process during Sept / Oct following which we will engage with CMT / HRMB / Staff to seek their views on proposed approach with a view to rolling out from April 2016.
3. Launch a Council wide strategy for talent recognition	✓ This is in part being considered as part of the appraisal review but further work will be required in Year 2.
4. Move away from classroom based learning	<ul style="list-style-type: none"> ✓ Reviewed the training intranet pages to promote the benefits of other forms of learning including coaching and mentoring. ✓ Explored using the LMS to create a learning pathway for managers as part of the new appraisal rollout. This will include a more blended approach to learning with a range of learning approaches used and to complement and re-inforce any classroom training.

Next Steps Years 2 & 3

Theme	Link to Council Plan	Key Activities
Performance, Development and Reward	<ul style="list-style-type: none"> ✓ Driving economic growth ✓ Making best use of resources ✓ One Council 	Year 2
		<ul style="list-style-type: none"> ❖ Launch new appraisal process including initial post course evaluation of success ❖ Commence work on developing a Council wide strategy for talent ❖ Review of existing pay and grading arrangements in the context of the new National Living Wage requirements. This will include a review of the market position to understand where the Council is located in respect of this.
		Year 3
		<ul style="list-style-type: none"> ❖ Monitor application of appraisal process and continue work to embed a coaching approach to performance management ❖ Maximise the use of learning pathways on the LMS.

Appendix 3C – Employee Engagement and Recognition Update

We said we will	We Did
1. Seek regular feedback from our staff	<ul style="list-style-type: none"> ✓ Consideration of the tools that could be used to establish employee engagement levels. ✓ Consideration in terms of the tools that could be used to monitor engagement across a number of key areas including the application of the revised appraisal process. Poor engagement levels could indicate that the new process isn't being effectively applied and this intelligence can inform targeted support to help drive a high performance culture.
2. Develop a joint Employee Forum	<ul style="list-style-type: none"> ✓ Review of existing employee forums and usage levels. ✓ Used the appraisal work stream to consider a thematic approach to an employee joint forum
3. Review the Staff Benefits package	<ul style="list-style-type: none"> ✓ Introduction of tax-free computer and bicycle salary sacrifice scheme ✓ Intranet campaign and event at County Hall to raise awareness of current staff benefits package
4. Reinvigorate our employee award arrangements	<ul style="list-style-type: none"> ✓ Review of existing departmental employee award arrangements and consideration of the value and appropriateness of an organisational wide arrangement that could complement those.

Next Steps Years 2 & 3

Theme	Link to Council Plan	Key Activities
Employee Engagement and Recognition	<ul style="list-style-type: none"> ✓ Making best use of resources ✓ One Council 	Year 2
		<ul style="list-style-type: none"> ❖ Engagement tool launch, analysis and report back to CMT / HRMB. ❖ Outcome of engagement findings will inform further activities in this area.
		Year 3
		<ul style="list-style-type: none"> ❖ Develop an understanding of the forums currently available and explore the value and appropriateness of introducing a joint employee forum. ❖ Launch reinvigorated employee award arrangements (pending completion of work as set out under point 4 above).

Appendix 3D – Employee Health, Wellbeing and Inclusion

We said we will	We Did
1. Continue to monitor absence rates and set improvement targets	<ul style="list-style-type: none"> ✓ Monthly reporting of long term absence cases, identification of trends and intervention put in place as needed. ✓ Short term absence – identification of top 30 employees experiencing short term absence. Contact line manager to ensure appropriate action is being taken and offer further support and escalate as required.
2. Develop an improved approach to Stress Management through the adoption of more timely interventions, training for managers and the introduction of ESCC's Wellbeing Summit	<ul style="list-style-type: none"> ✓ Attendance Management intervention when a stress absence hits 7 days. Contact made with manager to ensure support in place ✓ Stress Toolkit and Stress Management Policy launched in January 2015 for Managers to use with their teams. ✓ Workshop for managers provided on core programme and for target groups ✓ Wellbeing forum in February 2015 with follow up actions identified.
3. Revise the Attendance Policy to ensure a simplified, more robust approach to managing absence.	<ul style="list-style-type: none"> ✓ Initial draft of revised policy completed. This will be further reviewed in partnership with Surrey as part of the service integration process.
4. Develop policies to support the Agile Working Programme	<ul style="list-style-type: none"> ✓ Revised Attendance Policy has been written with consideration to Agile Working. ✓ Commissioned Managing Agile Workers Course to support Managers in managing agile teams ✓ Team Agreement sessions to enable teams to work through any issues associated with Agile Working.
5. Develop closer working relationships with Public Health colleagues.	<ul style="list-style-type: none"> ✓ Worked together on the 'Time to Change' campaign to remove the stigma that surrounds Mental Health. This involved creating and submitting an action plan. All actions have been completed or are in progress. ✓ Closer links with wider public health campaigns to ensure these are promoted on the intranet.
6. Continue to monitor our workforce to understand its profile to inform future courses of action.	<ul style="list-style-type: none"> ✓ Bi-annual survey completed. Analysis to be completed.

Next Steps Years 2 & 3

Theme	Link to Council Plan	Key Activities
Employee Health, Wellbeing and Inclusion	<ul style="list-style-type: none"> ✓ Helping people to help themselves ✓ Making best use of resources ✓ One Council ✓ Strong partnerships 	Year 2
		<ul style="list-style-type: none"> ❖ Work with departments to develop departmental / service absence improvement targets. ❖ Introduce Wellbeing into Supervision meetings and promotion of existing wellbeing information and resources. ❖ Launch an ESCC Wellbeing App. ❖ Launch the 5 Weeks to Wellbeing Campaign; this will include a 'Give' week looking at promoting volunteering opportunities. ❖ Improvement in return to work completion compliance. ❖ Development of a Wellbeing intranet page ensuring all wellbeing initiatives are captured in one place.
		Year 3 Activities for Year 3 will be informed following analysis of attendance data in Year 2 and broader organisational requirements and feedback following implementation of Year 2 initiatives.