

Appendix B - Leadership development and support – next phase

Activity	Supported by: (running alongside)
<p>Set piece events/interventions <i>Input from experts on particular subject areas.</i> eg Resilience events with Derek Mowbray</p>	<p>Coaching programme</p> <ul style="list-style-type: none"> • Training programme in place to establish network of internal coaches (ILM level 5) (commencing June 2015) • Supported by access to East Midlands Coaching Network where an external coach is more appropriate • Underpinned by “Manager as a coach” as part of LDP sessions to embed a coaching culture and identify future candidates for ILM 5 coaching training (June 2015 onwards)
<p>Seminar events led by CLT or another internal speaker. <i>Presentation or talk on specific subject with opportunity for Q&A.</i></p> <ul style="list-style-type: none"> • Suggested first event is talk on leadership by Chief Executive (6th July 2015; 10th September 2015; 14th October 2015) • Subsequent events could include: <ul style="list-style-type: none"> -Talk/presentation by David Pearson on future shape of Adult Social Care and Health Services and/or integration with health - Political dynamics/governance/political engagement led by Jayne Francis-Ward with possible future workshop activity including members etc • Develop a programme of events in conjunction with CLT and publish. To include other public and private sector speakers. 	<p>Effective supervision and EPDR. It is suggested that we:</p> <ul style="list-style-type: none"> • Adopt a reflective practice approach across the Council – opportunity for honest and non-judgemental reflection as core part of supervision • Incorporate 360 degree feedback • Ensure managers identify learning and development and career development needs and potential opportunities as part of the process • Manager as a coach programme to ensure a coaching style and culture is developed
<p>Sharing Learning/Good practice workshops <i>More interactive, shorter, smaller groups, less formal with dialogue and discussion and activities.</i> For example:</p> <ul style="list-style-type: none"> • Workshop facilitated by Derek Highton on learning from setting up the Watersports and Children’s Centres contracts. • Commissioning – combine with above workshop • HR workshops to support e-learning material and current learning offer 	<p>Learning pool/information centre to share ideas and examples and case studies of good practice and provide a resource for managers to use and add to. Team and group managers to develop as part of review of internal communications</p>

<p>– practical examples. Eg performance management, change management.</p> <ul style="list-style-type: none"> • The procurement framework and effective procurement – Claire Winter and Legal Services <p>NB use outputs from this as part of resource library/case studies/ideas/learning portfolio for all managers and staff to access so share learning more widely</p> <p>Team and group managers to help identify topic areas and potential facilitators. Develop and publish programme.</p>	
<p>Lunch and learn/breakfast briefings/webinar <i>Internal briefing, short, focussed, to provide an update or information on particular subject areas with opportunity to ask questions to aid understanding. Consider most effective delivery method.</i> <i>More flexible in response to need and demand, particular issues as they arise</i> Eg Update on current position of MTFS by S151 officer as suggested by financial planning group Update on RYC progress- including transformation programmes. (Cross ref roadshows)</p>	<ul style="list-style-type: none"> • Action Learning Sets and other peer support networks including buddying for team managers • Opportunities for networking and working with other team managers within service areas and across the Council • Peer challenge and group work sessions on particular issues and areas of service
<p>New managers programme and specific team and group managers induction programme Establish a group of team and group managers to review existing content and develop new material and programme(s) in conjunction with Workforce and Organisational Development Team (WODT).</p>	<p>Team managers forums:</p> <ul style="list-style-type: none"> • Use departmental and existing development days and meetings to develop the conversations from LDP • Create new forum or extend roadshows or other existing meetings • Task and finish groups working on particular issues
<p>Generic Leadership and Management Skills Group of team and group managers, working with WODT, to develop the <i>next iteration of leadership development programme</i> to help translate theory into practice. Consider external accreditation. Suggestions from team managers for some of the practical skills areas and self-development and analysis tools include:</p>	<p>Career development and career pathways:</p> <ul style="list-style-type: none"> • Make better use of opportunities for job swap/exchanges; secondments; acting up, cross-cutting opportunities to broaden knowledge and experience • Involve group and team managers in review of policies to enable greater flexibility and support this

<p>Areas identified so far:</p> <ul style="list-style-type: none"> • Leadership styles/skills; leadership vs management; career development • Manager as a coach • Resilience • 360 degree feedback • People management – cross reference existing programme • Change management- cross reference existing programme • Develop new course -Commercial and business analysis and management. Could include developing business cases; business process re-engineering; account/client management; financial management; income generation; marketing services • Public speaking/presentations- cross reference existing programme • Specific input on commissioning activity 	<ul style="list-style-type: none"> • Progress work on job families, career pathways and broader talent management as part of the Workforce Strategy
<p>Existing e-learning programme and current learning offer</p> <p>A number of the areas suggested as future learning needs by team managers are already supported by the existing activities eg financial and budgetary management training; change management; training on HR policies and procedures</p> <p>WODT to review existing content and promote existing development opportunities. Review balance between face to face and on-line. Link to more practical “how to” workshops.</p> <p>Include clarification around e-learning and how it should be used (re-launch) and “permission” to access learning and development opportunities as agreed via EPDR/supervision process – learning culture.</p>	
<p>Digital/new technologies/social media etc</p> <p>ICT/Digital/WODT to work together to ensure training in these areas is part of the core learning and development offer to develop skills and confidence in these tools and ways of working and encourage creativity.</p> <p>Suggest on-line, web chat, webinar, drop in sessions and a network of champions is developed to support people back at their workplace.</p>	

This is being reflected in the revised competencies.	
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