

**REPORT OF THE SERVICE DIRECTOR – CUSTOMERS, GOVERNANCE AND
EMPLOYEES****LEADERSHIP DEVELOPMENT PROGRAMME - UPDATE****Purpose of the Report**

1. The purpose of this report is to seek approval from Members for the proposed approach and next phase of leadership and management development for the Council as set out in the report and having to utilise the Apprenticeship Levy to fund leadership and management qualifications.

Information**Background****Previous Leadership Development Programme**

2. The previous Leadership Development Programme (LDP) was introduced in 2014 and comprised a series of events involving group managers and team managers. The formal programme was mandatory and in total approximately 350 managers from across the whole organisation attended in mixed cohorts. The programme presented the idea of adaptive leadership and engaged these groups in discussions about the different types of leadership which may be utilised in a successful, modern public service organisation. The mandatory modules included ethical leadership; the Council of the future; leadership styles and behaviours and leadership for outcomes.
3. The formal programme was complemented by a number of optional events around political awareness and governance; building positive employment relationships and building personal and professional resilience. The approach included using internal and external speakers in addition to creating action learning sets to develop new learning support networks across the Council. The action learning sets were facilitated by members of the corporate and extended leadership teams with the final stage involving presentations to the Corporate Leadership Team.
4. The programme was very interactive, generally well received and most successful in creating a leadership collective. Feedback was sought as the programme progressed and used to develop the next stages. Adopting a collaborative approach, an action plan was created to further develop the leadership and management development offer going forward. This

involved group and team managers in designing this approach to create cross-Council buy-in and ownership of the emerging offer.

5. Feedback on the next steps included the need to extend the programme of activity to provide greater opportunities and involvement of aspirant leaders and managers to ensure succession planning for future organisational success. The previous formal programme was focussed on existing managers and leaders but the discretionary elements were open to all. Another area of learning related to communication and managing the expectations of those undertaking the programme. There was some disappointment voiced that the programme did not lead to formal qualifications. This is being addressed through seeking approval from members of Personnel Committee to utilise the apprenticeship levy to fund qualification training in the next phase of leadership and management development. The development of the Council's coaching programme to embed a coaching and learning culture was another output from these discussions with managers and leaders as was the roll out of the "Manager as Coach" programme which all managers are expected to undertake.

Progress to date

6. The Employee Performance and Development Review (EPDR) already provides the supportive environment to have a coaching style conversation between employees and their manager to identify development needs and the opportunities available to meet these. The EPDR process is the foundation for the employee to take personal responsibility for their performance and learning with the support of their manager. The "Manager as Coach" training enables managers to facilitate these discussions using coaching skills and techniques and to better support employees on an ongoing basis. This will include identifying the Council's managers and leaders for the future.
7. The Council's coaching programme is open to all employees either by self-referral or referral by managers; following discussion through the EPDR process to ensure that the outcomes sought are potentially deliverable through coaching and to ensure that managers can support employees to put coaching discussions into action. The Council's coaches are also available to facilitate group and team coaching sessions including as part of organisational transformation and culture change programmes.
8. Another area identified from the previous leadership development programme was the lack of awareness amongst managers and leaders of the learning and development opportunities already available; the need for these to be more accessible and for people to take greater personal responsibility for their ongoing learning and professional development. This is particularly important with the increasing use of on-line and self-directed learning to maximise the value gained from decreasing resources. The need for a greater focus on career development, career pathways and career progression in the available material was also highlighted by colleagues.
9. In addition to the learning and development offer within the Council, the HRWOD team has secured 6 places through the Integrated Care Partnership (ICS) for Black and Minority Ethnic (BME) Social Care managers within the Council to participate in a local leadership development programme for aspiring BME managers – Stepping Up local. Attendance on this programme will bring together colleagues from across the ICS footprint and provide an

opportunity to learn alongside colleagues from partner organisations such as Nottingham University Hospitals , Sherwood Forest Hospitals and Notts Healthcare. Attendance on this programme will also encourage BME colleagues into leadership positions within the Council.

10. The introduction of the My Learning, My Career development portal which was demonstrated to Personnel Committee in October 2018 has been widely well-received and provides a further valuable tool which complements the more formal learning offer. The content is constantly refreshed, on a wide range of subjects and appeals to differing learning styles. The link to the portal is now placed on the Council's universal learning platform (Learning Pool) and this development will form part of the communication action plan to relaunch the portal to further widen its usage. These mechanisms will also be used as part of the launch of the next phase of leadership and management development. The banner headlines My Learning, My Career on the front page of the intranet has been maintained and is now the single online Learning Management system for internal learning and development activities within the County Council (both e-learning and face to face).

Next steps

11. The key drivers for ensuring the Council has a well-developed and motivated leadership cohort include the ongoing financial challenges; increased demand for many of our services; the necessity to do things more creatively by maximising the use of technology to enable the Council to continue to be a successful organisation. Leadership capability and capacity are essential to delivering the core requirements of the emerging People Strategy and to enable the Council to deliver on its published commitments to the people of Nottinghamshire. The approach also supports the delivery of the priorities set out in the refreshed Departmental Strategies.
12. The next iteration of the Council's approach to leadership and management development is a drawing together of the current multi-faceted offer to present an integrated, blended, comprehensive offer which is sufficiently flexible to meet individual, departmental and organisational needs. See Appendix 1.
13. In developing this refreshed approach, some guiding principles have been included to create an offer which:
 - Is inclusive, universal and accessible to all
 - Meets corporate and departmental specific needs
 - Uses flexible and adaptive approaches to reflect different learning styles, place, methods, opportunities and time available for learning
 - Is relevant and applicable to current and aspirant leaders to grow and develop our future leadership cohort
 - Provides value for money and maximises use of resources (e.g. Apprenticeship Levy)
 - Supports personal responsibility for individual learning
 - Is integrated and draws together existing provision complemented with new learning opportunities as identified
 - Ensures that we have the leadership culture, styles and behaviours necessary for organisational success.

14. The Apprenticeship Levy provides a unique, creative opportunity to have Leadership and Management qualifications fully funded. This is a further illustration of how the Council has continued to invest in its people during financially challenging times. Qualifications will be available at all levels of management from Level 3 for the Council's new managers through to Level 7 for the most senior managers in the organisation.
15. Expressions of Interest have been sought from managers who are interested in undertaking a management qualification as the first cohort of the new programme. Ongoing communications will be undertaken to provide further information on opportunities for employees to access this aspect of the overall offer. This will be supported by a refresh and relaunch of "My Learning, My Career" portal following its soft launch last October.
16. As part of the refreshed development offer, the HR Senior Business Partners will attend departmental leadership teams to highlight the universal generic offer as a mechanism to develop and promote these opportunities as a cornerstone of the Council's evidence of being an employer of choice.

Other Options Considered

17. The approach outlined in this report is considered to offer the best opportunity to develop and deliver a comprehensive package of leadership and management development within the resources available. It recognises the importance of offering a range of learning required to meet the challenges of a fast paced, modern, public service organisation.

Reason/s for Recommendation/s

18. Utilising the apprenticeship levy to support managers across the council to develop the required skills and knowledge will ensure that the Council continues to be a learning organisation.
19. The proposed approach outlined in this report will support the delivery of the departmental strategies and the emerging People Strategy

Statutory and Policy Implications

20. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability and the environment and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Data Protection and Information Governance

21. There are no implications arising directly from this report as no individual or personal data or information is used

Financial Implications

22. Any financial implications will be covered by the use of the apprenticeship levy and the budget held by HRWOD for the purposes of training and will not require additional resource.
23. In total, the expected spend to date from the apprenticeship levy for leadership and management qualifications is £323,500. The qualification training for leadership and management will be a rolling programme with further co-horts approved within the current financial year. The levy account contains sufficient funds to cover the costs identified in the table below

Level within organisation	New and Aspiring Managers	Team Managers and Aspiring Group Managers	Group Managers and Aspiring Directors	Corporate Leadership (Service Directors and above)
Qualification Level	Level 3	Level 5	Level 6	Level 7
Professional Qualification	ILM and/or CMI	ILM and/or CMI	ILM and/or CMI	ILM and/or CMI
Duration	12 – 18 months	Two and half years	24 – 48 months	Two to Two and half years
Proposed numbers for 2019-20	80	60	20	2
Actual numbers May 19- Sept 19	7	26	8	2
Maximum funding band	£4,500	£7,000	£11,000 (2 yrs) to £22,000 (4 yrs)	£18,000
Funding required from Levy	£31,500	£168,000	£88,000	£36,000

Human Resources Implications

24. The use of the Apprenticeship Levy to fund the leadership and management qualifications outlined in this report enables the Council to maximise career development opportunities to ensure its workforce has the right skills and knowledge required in a modern, public service organisation.

Public Sector Equality Duty implications

25. The proposals in this report meet the Council's existing commitment to meeting, and where possible exceeding, the statutory requirements of the Equality Act 2010.

Smarter Working Implications

26. The proposals make optimum use of the technology available to employees within the Council

RECOMMENDATION

It is recommended that Members:

- 1) Approve the proposed approach to leadership and management development and agree to utilise the Apprenticeship Levy to fully fund the leadership and management qualifications detailed in the report.

Marjorie Toward

**Service Director – Customers, Governance and Employees
Chief Executive's Department**

For any enquiries about this report please contact:

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Constitutional Comments (KK 02/07/2019)

27. The proposals in this report are within the remit of the Personnel Committee.

Financial Comments (RWK 03/07/2019)

28. Any additional costs arising from the approach set out in the report will be funded through the use of the apprenticeship levy. The apprenticeship levy for the council is around £131,000 per month.

HR Comments (JP 05/07/2019)

29. The refreshed offer to Managers will be supported by the HR team to ensure that leadership capability continues to be developed within the organisation.

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

- None

Electoral Division(s) and Member(s) Affected

- All