Nottinghamshire County Council

REPORT OF SERVICE DIRECTOR HR AND CUSTOMER SERVICE

UPDATE ON NCC LEADERSHIP DEVELOPMENT PROGRAMME

Purpose of the Report

1. To update members on the progress made with the Leadership Development Programme and to provide information on the next steps to be taken to support the next phase of leadership development across the Council.

Information and Advice

2. Effective leadership and management is core to the Council's ambition to be a high performing organisation, and, as a Learning Organisation, development of effective leadership capacity now and for the future is key to the successful delivery of organisational transformation.

Leadership Development activity

3. The initial stages of activity involved some specific targeted interventions aimed at the Corporate Leadership Team and Service Directors and involved input from Nottingham University. This was followed by a mandatory Leadership Development Programme for Group and Team Managers. This involved approximately 60 group managers and 350 team managers from across the Council. The group manager programme took place during 2013 and the team manager cohort ran from May to December 2014. The team manager programme was developed using learning and feedback from the group manager programme which was successfully delivered over the previous year.

4. The team manager programme was firmly rooted in Redefining Your Council and consisted of 4 core modules:

   - Ethical Leadership
   - The Council of the Future
   - Leadership Styles and Behaviours
   - Leadership for Outcomes.

   These each involved a mix of external speakers and internal input; including sessions with the Leader of the Council and the Chief Executive. In addition to building leadership capacity; the aim of the programme was to create a leadership cohort across the Council and build dialogue and engagement with managers in the future transformation of the Council.

5. To further support these objectives; Action Learning Sets took place alongside the mandatory modules, facilitated by Group Managers and Service Directors. These allowed team managers the opportunity to reflect on learning from the programme and identify ways in which the leadership contribution of team managers could be enhanced and consider how they envisaged the role of managers going forward. Each Action Learning Set worked on the same theme which had been identified from feedback from managers from the previous mandatory module so that a wide variety of views could be obtained on the key issues which managers were identifying as needing to be addressed. The feedback from the Action Learning Sets was then fed into and used to shape the next module.

6. The team manager programme culminated in each Action Learning Set feeding back their ideas, suggestions and views to a member of the Corporate Leadership Team. The feedback focussed on views about what needs to change and the role of managers in this. Groups were asked to identify some specific things they are going to do to contribute to the Council's transformation.

7. The main themes to emerge from the feedback to the Corporate Leadership Team were:

   - The critical role of managers as change agents and ambassadors for cultural change with managers wanting to make changes in their own service area and contribute to the wider transformation of the Council.
   - The need for meaningful, open and transparent communication with and engagement of managers in change at an earlier stage and their critical role in delivering key messages and dialogue between staff, the public and senior managers.
   - The need to ensure consistent communication and messages from politicians, senior managers and front line managers.
   - The need to develop as a learning organisation; developing a coaching culture and sharing learning and ideas amongst ourselves and with key stakeholders and partners.
   - The importance of workforce development and succession planning and ensuring that this is supported by the Council's learning and development offer and that employees access this. This included the next phase of leadership development which managers wanted to be involved in developing themselves.
   - The need to look at the under-represented groups in senior management roles and to explore the reasons and identify actions to address this.
   - The need to develop a more commercial approach.
   - Managers were keen to embrace new technologies and media and could see a role for this in their service areas but some people felt that they needed support to gain confidence and make the best use of this to improve outcomes for local people most effectively.

8. Comprehensive feedback has been collected from team managers, analysed throughout the programme and discussed with team managers as part of the development of the programme and this has, and will be used, to shape future leadership development interventions.

9. An additional optional module provided the cohort with the opportunity for managers to have a specialist learning input in how to build their personal resilience and support others through change led by Professor Derek Mowbray, a nationally recognised expert who specialises in individual and organisational resilience. The attendance at these events

evaluated very positively and generated positive feedback. A further session was held for corporate and service directors which was also very well received.

The "Leadership Deal"

10. The outcomes from the programme and next steps were fed back to group and team managers at a series of Leadership Roadshows during April and May 2015. These events built on the progress made through the leadership programme and were led by the Leader of the Council and new Chief Executive with a focus on the future transformation of the Council and the role of managers in this. This included creating a "Leadership Deal" as part of the second phase of Redefining Your Council which clarifies the expectations of managers and sets out what support and tools managers can expect to undertake these roles. This was created using the feedback from team and group managers about how they saw their leadership role in the future and the support they would require to undertake these roles. This is set out in **Appendix A.**

11. The next phase of leadership development activity was also launched at the roadshows. Taking into account feedback from participants that they wish to directly influence transformation and influence the next phase of the programme; the focus of the follow up phase is to ensure that there is ongoing direct involvement and ownership by participants in taking forward and developing the leadership activity and influencing and owning organisational transformation. An interactive One Space site has been established so that managers can make further suggestions to add to the programme and can also volunteer to participate in focus groups and good practice workshops.

12. The continuance of the programme will be interactive and participative and will include:

- Set piece interventions
- Interactive Seminar events
- Further Action Learning Sets
- Workshops
- Working groups and focus groups
- Webinars and web chats
- Subject specific briefings and webinars
- Forums and roadshows

This will be supported by a range of on line support resources including a Leadership information centre and additional e-learning materials.

13. The delivery of the next phase of the Leadership Development Programme commences in July 2015 and initial activity includes:

- A series of seminars facilitated by both internal and external expert speakers. Three interactive seminars on "Leadership in a Climate of Change" led by the Chief Executive have been launched to commence on 6th July
- To support the development of a Coaching Culture a Coaching Programme delivered by Loughborough College has been developed which includes the July launch of a "Manager as Coach" programme designed to ensure that all managers use the core principles of

developing a workplace coaching culture in their day to day management and leadership activities

- A formal qualification Coaching course is also being launched in July to develop a network of internal Coaches accredited to the Institute of Leadership and Management (ILM) level 5 standard
- Information on other planned activity to support the leadership development is available at **Appendix B.** This is at a draft stage so that managers can contribute to its development.

Next Steps

14. Significant progress has been made to support the development of the Council as a Learning Organisation. This will be a key theme of the Council's new draft Workforce Strategy which, after a period of consultation over the summer, it is intended to launch in September.

15. To support this, and in response to feedback from managers, a refreshed version of the Competency Framework and the Employee Performance and Development Review (EPDR) will also be available to support the implementation of the Leadership Deal and the Workforce Strategy.

Other Options Considered

16. A wide range of additional options and modules and different ways of delivering the leadership programme have been suggested by managers. These are actively being considered and will be included in the programme in the future as appropriate.

Reasons for Recommendations

17. To keep members informed of the progress of the Leadership Development Programme and its contribution to Redefining Your Council to support the required culture change and aspiration of being a Learning Organisation and ensure the Council has the workforce it needs now and for the future.

Statutory and Policy Implications

18. This report has been compiled after consideration of implications in respect of finance, the public sector equality duty, human resources, crime and disorder, human rights, the safeguarding of children, sustainability and the environment and those using the service and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Financial Implications

19. The funding for the Leadership Development Programme is part of the current budget available to the Workforce Planning and Organisational Development team to deliver the corporate offer.

Ways of Working Implications

20. As shared with Members at the November 2014 meeting, the introduction of the E-Learning platform and using BMS for booking on to learning events continues to support the transformation agenda.

Equalities Implications

21. Particular consideration for tailored activities for under represented groups at management levels across the Council will form part of the programme going forward. Members of under-represented groups will be involved in analysis of the issues and developing the approach.

Human Resources Implications.

These are set out in the body of the report. The recognised trades unions have been consulted and are supportive of the leadership development programme as a way to enable the Council to become an organisation where the views of front line employees are sought and they are effectively engaged in organisational change.

RECOMMENDATIONS

It is recommended that members:

1)   Note the progress made to date with the Leadership Development Programme
2)   Note the planned actions for the continuation of the leadership development activity
3)   Agree to receive further reports relating to the progress of the Leadership Development Programme

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Constitutional Comments (KK 11/06/15)

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

Financial Comments (SES 11/06/15)

23. The financial implications are set out in the report.

Background Papers and Published Documents

Trades union side comments

Electoral Division(s) and Member(s) Affected

All