

REPORT OF SERVICE DIRECTOR – HUMAN RESOURCES & CUSTOMER SERVICE**LEADERSHIP DEVELOPMENT PROGRAMME****Purpose of the Report**

1. To update members on the proposed Leadership Development Programme for the County Council.

Information and Advice

2. The County Council's Workforce Strategy, which was considered by Personnel Committee at its last meeting, sets out bold, ambitious, innovative and inspirational Leadership as a key priority if we are to transform the Council and respond to the challenges and other key drivers ahead to deliver our strategic and service priorities.
3. In order to ensure that group and team managers own and are involved in the next stages of the Council's transformation and that they have the skills and confidence and display the leadership behaviours necessary to fully engage employees in changing the culture and operation of the Council; a corporate Leadership Development Programme is planned.
4. The programme will involve all group and team managers being trained over the next eighteen months in cross service cohorts. Group managers will be trained first between November and February with team managers trained from March 2013 onwards.
5. The programme has been designed with input from the Corporate Leadership Team, Service Directors and the corporate Learning and Development Team. Involvement across the Council at a senior level has ensured collective ownership of the programme and that the programme is specific to Nottinghamshire reflecting our values, vision and ambitions and the type of Council we want to become. The aim is to strike a balance between theory and leadership and management principles and good practice and pragmatic tools and experience which managers can apply in their day to day roles and should be reflected in their day to day behaviours. Real life Nottinghamshire case studies and problems will be used throughout the programme to ensure it remains realistic, directly applicable and grounded in our organisation and reflects our challenges and issues.

6. External facilitators will provide a consistent thread throughout the programme to provide a degree of independence and challenge. Some keynote external speakers will also feature to set the programme in a wider context and encourage us to look ahead and outward across the wider landscape.
7. Feedback from the manager and employee road shows, the Investor in People assessment and Peer Review consistently reinforced the need for a comprehensive, cross-cutting leadership development programme for middle managers. This feedback has also been reflected in the programme development.
8. The programme comprises a number of core modules which are mandatory supported by a range of optional activities which managers can select from, with the support of their line managers, to support their ongoing development needs. These include self directed learning, workshops, breakfast briefings, lunch and learn sessions, classroom based learning and management qualification training. The Employee Personal Development Review (EPDR) and Competency Assessment will be used to identify individual learning and development needs.
9. The core modules include:

Pre- assessment stage - using the existing EPDR and Competency framework

Introductory Module – to set the scene and context for the programme and expectations of leaders and managers in Nottinghamshire. This will include input from the Chief Executive and Leader of the Council.

Module 2 – people and change management. Members of the Corporate Leadership Team will be involved in the delivery of this module, alongside the Service Director – HR and Customer Service.

Module 3 – financial management, performance management, commissioning and procurement. Keynote input will be provided by the Service Director – Finance and Procurement and the Corporate Director – Policy, Planning and Corporate Services who has the lead for corporate performance management. External input will also be provided on this module.

Closing module – this will involve input from the Service Director group and will focus on reinforcing what has been learnt; working on specific work-based issues and problems identified by the participants and identification of future learning and development and support needs going forward. In this final session the Service Directors will each lead action learning sets which will continue after the programme to provide support for the participants and the opportunity to work in cross organisational teams to resolve key, real life business issues.

Post assessment stage – it is critical to ensure that new behaviours and ways of working are demonstrated and impact on service areas once managers return to their substantive roles. The EPDR process will be adapted to ensure that this

evaluation takes place after three months and can feed into the ongoing programme of learning and development and support for managers.

10. In addition to line managers supporting participants; corporate coaching and mentoring

schemes are being developed alongside the action learning sets and programme of optional leadership development activity to continue to support managers on an ongoing basis.

Other Options Considered

11. The need for a comprehensive corporate leadership development programme has been

clearly identified and reinforced by feedback from external assessors and employees and managers across the Council. A range of options have been considered as to the best way to deliver this and what has emerged is a blended approach led from the top down which makes best use of internal input and resources balanced with external independence and challenge. The approach is flexible enough to provide individually tailored learning packages whilst ensuring that all managers receive the key messages through the core modules.

Reasons for Recommendation

12. Greater corporate engagement of middle managers and employees in the transformation of

the Council is critical to our success going forward. In order to enable this to happen it is important that managers and leaders in the organisation are clear about what is expected of them and have the knowledge, skills and confidence to take this forward and effectively involve employees in developing, implementing and delivering change.

Statutory and Policy Implications

This report has been compiled after consideration of implications in respect of finance, equal opportunities, 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.

Equalities Implications

The leadership development programme provides an opportunity to identify key leadership skills and behaviours and assess their availability amongst the current leadership cohort. This can then be used to plan for the leaders of the future and identify potential gaps and barriers to individual employees or groups of employees developing into these roles. The Workforce Strategy references the use of succession planning and career pathways as part of our wider approach to workforce planning to ensure that we begin now to plan and develop leadership abilities for the

future and that our leadership cohort reflects the wider workforce and communities which we serve.

Human Resources Implications

These are set out in the report in that this is a key priority within the Council's workforce Strategy.

RECOMMENDATION

That Personnel Committee note the contents of the report.

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Service Director – HR and Customer Service

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Constitutional Comments [NAB 17/10/12]

The Personnel Committee has authority to consider the matters set out in this report by virtue of its terms of reference.

Financial Comments [MB 17/10/12]

Provision has been made for the Leadership Development Programme within the budget for Organisational Development, within the Improvement Programme.

Background Papers

Equality Impact Assessment
Trades Union comments

Electoral Division(s) and Member(s) Affected

All