

**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 update members of the Personnel Committee and seek agreement to the next phase of the Council's Leadership Development Programme.

Information

2. The Council's Leadership Development Programme seeks to build effective leadership and management capacity now and for the future, seeking to improve the quality and effectiveness of decision making, a key component to organisational effectiveness.
3. The Council has delivered a successful Leadership Development Programme (LDP) for several years which has included inputs from the Council's own senior leadership team, as well as invited external speakers to discuss subjects of relevance to the public sector. One very successful session was delivered by Lisa Pursehouse, Chief Executive of Nottinghamshire County Cricket Club. Lisa is a real advocate for female leaders and shared her story of progressing to a senior level within a sports environment.
4. This next iteration of the LDP will focus on providing managers at all levels within the organisation with the opportunity to undertake qualification training funded via the Apprenticeship Levy in addition to continuing their professional development via targeted interventions.
5. The Council is committed to investing for the future by being a "Learning Organisation" with a learning culture which supports the delivery of transformational change by maximising the skills and talent available across the workforce.
6. The refreshed Leadership Development Programme will align with the Council's vision and strategic priorities and enable our managers to lead effectively and manage more effectively organisational change and transformation.

Principles

7. A set of principles has been developed to support the delivery of the programme. These are outlined below and include:

- An ongoing commitment to fairness and equity
- The provision of learning opportunities through a blend of virtual and direct provision
- Building a Learning Organisation which has the future skills base to support transformation and future business needs
- Continuous learning being an individual as well as an organisational responsibility
- Compliance with the Council's Employee Performance and Development Review (EPDR) process
- Completion of any learning and development activity identified by the organisation as mandatory or core for specific roles eg. health and safety training
- Consideration of in-post Apprenticeships as a resource to develop employee skills, knowledge and qualifications and to grow leaders for the future.

Leadership Development Programme

8. Work is currently underway with a number of providers to procure Leadership and Management qualifications, ensuring that managers from across the organisation have the opportunity to develop their leadership skills. These providers include Nottingham Trent University, who for the first time, will be seeking to deliver level 5 qualifications alongside their established programmes of level 6 and 7 qualifications. The Council also currently works with Steadfast Training who are providing Leadership and Management training to the co-hort of trainees on the Graduate Development Programme.
9. The proposed programme will offer a comprehensive and blended package of learning activities for the Council's managers, as illustrated in **Appendix 1**. The appropriateness of the activity to the individual will depend on identified learning needs, job role and/or the employee's stage in the employment "lifecycle". This programme will support employees to respond both positively and with resilience to changes in the workplace and to be supported and enabled to take personal responsibility for their own career development. Programmes will be open to existing leaders wishing to refresh or develop their skills and aspirant leaders.
10. The programme offers a wider opportunity for managers to develop their leadership skills through a range of opportunities including:
 - Leadership and Management Qualifications undertaken via the Apprenticeship Standards
 - Internal Bespoke Learning and Development Offer
 - The Council's Career Development Portal

Leadership and Management Qualifications for Existing Employees through utilisation of the Apprenticeship Levy

11. The Apprenticeship Levy provides the Council with the opportunity to introduce a range of qualification training which has previously been limited due to the costs involved. Members received a report to Personnel Committee in November 2018 regarding the Apprenticeship programme which outlined the proposed co-horts and associated costs.

12. As payment of the Apprenticeship Levy is a requirement, taken at source by HMRC, the Council has the opportunity to introduce a range of qualification training utilising these funds. Members received a report at the November Personnel Committee in relation to the Apprenticeship programme at the Council, which outlined the proposed co-horts and associated costs. The table below shows the proposed roll out of the Leadership Development Programme qualifications to be funded via the Apprenticeship Levy and outlines the leadership and management apprenticeship standards on offer.

Level within organisation	New and Aspiring Managers	Team Managers and Aspiring Group Managers	Corporate Leadership (Service Directors and above)
Qualification Level	Level 3	Level 5	Level 7
Professional Qualification	ILM and/or CMI	ILM and/or CMI	ILM and/or CMI
Duration	12 – 18 months	Two and half years	Two to Two and half years
Proposed numbers for 2019-20	80	60	2
Funding required from Levy	£400,000	£540,000	£36,000

13. A total forecast spend of £976,000 would be required from the Apprenticeship Levy to support the above number of managers and senior leaders to undertake the appropriate qualification level. The Councils levy payment is currently taken at source at a rate of 0.5% of the pay bill.

Bespoke Learning and Development Offer

14. Alongside the proposed qualification training, the Council provides a comprehensive internal learning and development offer. This offer is delivered through a blend of virtual and direct provision and is accessed through the “My Learning My Career” pages of the intranet. The learning and development offer has been expanded to cover core modules of Leadership and Development training and courses identified by specific departments to meet their service needs. This will enable more employers to access this training in a way which best fits their individual circumstances, learning styles and organisational requirements.

Development of a Talent Pool

15. In order to build upon the success of the in house graduate development programme and to enhance the Council’s commitment to being an employer of choice, the proposed development of a talent pool will include a comprehensive work experience programme, student placement opportunities and career pathways that provide clear development

opportunities for the Council's workforce. The talent pool will also offer opportunities for:

- Internal and External secondments
- Shadowing Opportunities
- Workplace Coaching.

This will underpin the Leadership Development Programme.

Career Development Portal

16. Members have previously received a demonstration of the Career Development Portal which was launched in the latter part of 2018. The portal has been very well received and will continue to play a significant part in enabling the Council to develop its leaders, whilst also supporting the Council's commitment to managing and retaining talent within the organisation.

Other Options Considered

17. Consideration has been given to seeking an external provider to develop a leadership programme for the Council. The proposed approach outlined in this report enables the programme to be responsive to the changing needs of the business and is the most cost effective and flexible way of delivering a programme of this size and scale to meet individual aspirations and organisational requirements..

Reasons for Recommendations

18. Approval for using funding from the Apprenticeship Levy for qualification training will enable the Council to offer qualifications to employees to develop their skills in leadership and management, supporting the Council's intention to be an employer of choice and a learning organisation and ensuring the Council has the knowledge and skills it requires now and for the future.

Statutory and Policy Implications

19. 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

20. There are no data protection issues arising from this report as the information provided does not identify any individual.

Financial Implications

21. The financial implications are set out in paragraph 9 and all costs of qualification training will be met by the Apprenticeship Levy.

Human Resources Implications

22. The use of the Apprenticeship Levy to fund leadership and management qualifications will enable the Council to support the career development of its workforce and provide effective leadership and management across the organisation.

RECOMMENDATIONS

It is recommended that Members:

- 1) Approve the use of the Apprenticeship Levy to fund the proposed leadership and management qualifications element of the leadership development programme.
- 2) Agree to receive further information on progress being made with the programme in six months' time.

Marjorie Toward

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

For any enquiries about this report please contact:

Helen Richardson – Senior Business Partner on 0115 9772070. helen.richardson@nottsgov.uk

Constitutional Comments (KK 14/01/19)

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

Financial Comments (SES 08/01/19)

24. The financial implications are set out in paragraph 17 in the report.

Human Resources Comments (GME 07/01/19)

25. It is important for the success of Nottinghamshire County Council that we continue to invest in current and future managers to ensure performance and capacity are maximised and maintained. This will form part of the actions implemented to address our existing Gender Pay Gap by creating an environment where people who want to build their careers have the opportunity to do so.

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