

REPORT OF SERVICE DIRECTOR - CUSTOMERS, GOVERNANCE AND EMPLOYEES

THE “DEVELOPING THE NOTTINGHAMSHIRE WAY” PROGRAMME

Purpose of the Report

1. To provide Elected Members with information regarding a new leadership development and cultural change programme which will embed cultural change and be instrumental in the successful delivery of the refreshed priorities set out in new Council Plan.

Information

2. The Workforce Resilience and Recovery Strategy approved by Personnel Committee in November 2020 defines the “new normal” for the Council’s employees and sets out how we will continue to invest in our workforce to build organisational resilience during and beyond the Covid-19 pandemic. Our ambition is to develop and maintain a culture of continuous improvement to ensure the Council maintains a working environment and workforce which is resilient, capable, agile and responsive to current and emerging challenges.
3. Successful cultural change will require us to look at how we work, how we lead and manage people to shift existing mindsets and behaviours. Leadership capability and capacity are essential to drive the required cultural change and deliver the ambitions set out in the new Council Plan. We will need to continue to support our workforce to meet new challenges and exploit the opportunities created by the cross-cutting transformation programmes. This is within a context of potential changes to our governance arrangements; the ongoing impact of Covid 19; new hybrid working arrangements and digital developments as well as the continuing national and local pressures on budgets and many of our services.
4. In order to support sustained cultural change, the “Developing the Nottinghamshire Way” programme has been considered and progressed through the cross-council work of the Workforce Resilience and Recovery Group, chaired by the Service Director, Customers, Governance and Employees. The purpose of the programme is to further develop the key attributes and skills we need our leaders and managers to demonstrate to underpin the delivery of the Council Plan and to secure a shift in culture to reflect the new set of corporate values and beliefs. This work will be underpinned by a common set of values and behaviours which draws on the work previously undertaken in each department. The expectation is that these will identify how we want to operate; how we do business, deliver services, and work collaboratively with both internal and external partners.

5. In January 2019, we refreshed our leadership and development offer to complement the existing provision and to build on the progress made since its inception in 2014. The further refreshed programme will build on what is already provided such as our existing internal coaching offer; the ongoing departmental change programme(s) such as Owning and Driving Performance in Adult Social Care and Health; developing strength based approaches and existing leadership and employee learning and development inputs.
6. The guiding principles we have adopted in building the programme include:
 - Adopting and developing a distributive leadership model to lead cultural change
 - Building on what already is in place and continues to be delivered such as the work in the departmental change programmes, the use of strength-based approaches and the existing systems leadership programme
 - A Cross council approach
 - Engaging managers/employees at all levels of the organisation
 - Focusing on personal change (change in mind sets and behaviours)
 - Creating a culture of trust
 - Creating ownership and empowering others to act
 - Building a culture of accountability
 - Focusing on delivering outcomes
 - Using existing mechanisms for ongoing review such as supervision and the employee performance and development review (EPDR) processes
 - Sustainable ways of working.
7. “Developing the Nottinghamshire Way” programme is intended to be launched in January 2022 and is expected to run between 18 to 24 months. The programme is targeted at all Service Directors, Group and Team Managers which is a cohort of approximately 450 managers from across the Council. Managers will be supported and enabled to attend and the focus will be on mixing the cohorts to ensure people have an ongoing opportunity to work with colleagues they would not normally engage with as a means of understanding different service challenges and priorities. The cohorts have been validated and agreed with each departmental leadership team to ensure the programme is being delivered to the managers who influence and lead their teams and provide the support to enable successful delivery of the Council Plan. The programme was discussed by the Corporate Leadership Team on 9 November and they asked for the following elements to be incorporated:
 - To include future leaders in elements of the programme
 - Explore how partner organisations could be included in our training offer
 - Wider organisational culture to be addressed, for example a more permissive approach to approvals, to empower managers to make decisions
 - CLT and lead members to play an advocacy role in the programme.
8. This programme is specifically for existing leaders and managers at Team Manager level and above. However, it is recognised that we also need to develop further input for our aspirant managers and this will form part of a future programme. We want to explore how we can instil greater system leadership through involvement of delegates from partner organisations,

including the borough and district councils. Invitations to the external speaker events, which will support the programme, is a simple way to begin to develop this approach.

9. As part of this programme, participants will be required to attend up to 5 modules. However, for those who have recently completed one of the existing modules, they will have the option to repeat or to join the relevant action learning set to develop and embed their learning. In addition, the programme will be enhanced by input from the Corporate Leadership Team and a range of external guest speakers. There are elements identified as being of interest to Elected Members and there will be an opportunity for them to be part of the programme. A separate module has been designed to provide Members with an overview of the whole programme. A snapshot of the proposed programme is attached at **Appendix 1**.
10. Running in parallel with the launch of the leadership development programme, a number of corporate activities will be carried out to engage with employees on the Council Plan and how it will be delivered with any required culture shift. Some of these activities are illustrated in **Appendix 2**. These activities will include opportunities for employees to attend Focus Groups; take part in Appreciative Inquiry activities; use digital tools such as Yammer and Teams to provide their feedback. Our developing distributive leadership model will be used to challenge and where necessary, change employee behaviours to maximise the delivery of the ambitions set out in the new Council Plan. “Developing the Nottinghamshire Way” programme is not a stand-alone programme as it is intended that existing, complimentary learning will continue to be delivered.
11. It is recognised that effective communication and engagement with all our employees, including front line workers, is essential to deliver sustainable cultural change including developing new behaviours and ways of working. The developing Employee Communication and Engagement Strategy will underpin successful delivery of this programme by encouraging a more bottom up and effective cross-council approach to communication, collaboration and partnership working.
12. The programme will enable us to empower our leaders and managers to support and enable our employees to successfully deliver the priorities set out the Council Plan. The objectives of the leadership development programme and the wider “Developing the Nottinghamshire Way” programme include:
 - Development of a shared understanding of the Council’s vision and goals
 - Working together to deliver the Council Plan and improve outcomes for our local residents
 - Effective collaboration and partnership working in practice
 - Consistency in use of language, symbols and conversations across all departments
 - Building on positives (e.g. strength-based approaches)
 - Creating a cycle of continuous improvement
 - Building greater confidence in leadership and management
 - Building and maintaining personal and collective resilience
 - Trusting people to act independently.

Other Options Considered

13. The proposed approach outlined in this report enables the programme to be responsive to the changing needs of the Council and ensure that cultural change programme is delivered in the

most cost effective and flexible way. The Council could continue with its ad-hoc leadership and management development but the option of a cohesive programme of learning inputs, building on what is already in place, was considered the most effective way of delivering the cultural shift necessary to meet the changing priorities of the Council within the current context.

Reason for Recommendation

14. This programme will enable the Council to continue to develop its leaders and managers, equipping them with the necessary skills and attributes required to deliver the latest Council Plan. It is intended to create and sustain a positive and inclusive culture that reflects all the collective values and behaviours identified as being important in the discovery work with the Workforce Resilience and Recovery Group. The programme requires a degree of investment to maintain the position as an employer of choice, and as a learning organisation which is ambitious and resilient.

Statutory and Policy Implications

15. 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

16. There is no personal information about named individuals contained within the report.

Financial Implications

17. Discussions have taken place with the Section 151 Officer to agree that the cost of designing and delivering the programme at a cost of up to £125k per annum can be funded from contingency to be split over two financial years spanning 2022/23 and 2023/24. This is equivalent to spending around £550 per head over a two-year period which represents significant value for delivering a programme of this scale and ambition.

Human Resources Implications

18. The Human Resources implications are implicit in the body of this report. The future success of the Council relies on the ability and skills of our workforce to deliver on our current and future commitments made to the residents of Nottinghamshire in our Council Plan.

Smarter Working Implications

19. Findings of the latest staff survey will inform the development of future vision for Smarter Working (Hybrid Working) which takes account of changes to working practices and staff culture since the Covid-19 pandemic began.

RECOMMENDATIONS

It is recommended that Members:

- 1) Support the development of the “Developing the Nottinghamshire Way” programme and agree to receive further updates on the progress being made six months after its launch.
- 2) Approve funding of up to £125k per annum over a two-year period to design and deliver the programme.

Marjorie Toward
Service Director – Customers, Governance and Employees
Chief Executive’s Department

For any enquiries about this report please contact: Gill Elder, Head of HR on 01159773867 or gill.elder@nottsc.gov.uk

Constitutional Comments (KK 24/11/2021)

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

Financial Comments (SES 07/12/2021)

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

22. Discussions have taken place with the Section 151 Officer to agree that the cost of designing and delivering the programme at a cost of up to £125k per annum can be funded from contingency to be split over two financial years spanning 2022/23 and 2023/24. This is equivalent to spending around £550 per head over a two-year period which represents significant value for delivering a programme of this scale and ambition.

HR Comments (GME 16/11/2021)

23. The Council values its workforce and recognises the importance of investing in a programme to further develop leaders and managers to ensure employees are supported and work in a culture which maximises performance to deliver the priorities outlined in the new Council Plan. The programme has been developed over a period of time incorporating the views of departmental representatives on the Workforce Recovery and Resilience Group. This collaborative approach seeks to gain maximum buy-in and engagement with the programme, building on what is already in place, to assist with the key cross-council transformation programmes.

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