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**To: Scrutiny Board**

**Date: 5<sup>th</sup> March 2018**

**Subject: Leadership Development Investment**

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**Purpose of Note**

- 1.1 The purpose of this note is to provide Scrutiny Board with an update on the investment being made to develop existing and aspiring leaders across the organisation as part of the Council's wider Leadership Development Framework which was launched in 2017.

**2 Recommendations**

Scrutiny Board are being asked to endorse the work that has been undertaken to date and provide any feedback, guidance and/or suggestions on the Council's current approach.

**Information/Background**

- 2.1 To meet the continuing financial challenges that the Council is facing it is essential that we make the very best use of all our resources; and in particular our employees. The Council aims to create a culture whereby leaders and managers at all levels across the organisation are able to deliver the outcomes within our Council Plan and Workforce Strategy and perform their existing roles as highly capable individuals and team members. The leadership paradigm is changing, gone are the days of the heroic leader – the command and control managerial model where you instruct employees and they follow. It is clear from the research carried out as part of the "21<sup>st</sup> Century Public Servant" that leaders whether they be existing, future, aspiring or emerging will need a different skills set if they are to be successful in delivering the outcomes for their citizens.
- 2.2 The Council will need to continue to develop new and innovative approaches to service deliver, creating new income streams by adopting a more commercial and customer focused approach. This will mean having leadership and management capabilities which create the right environment and space for innovation and learning, whilst at the same time motivating and empowering employees to deliver the Council's vision and objectives. Additionally we need to attract and retain employees who have excellent people management skills as well as sharing our values and behaviours: taking personal responsibility, putting communities and customers first, embracing innovation and valuing diversity.
- 2.3 In 2017 Coventry City Council launched its Leadership Development Framework (appendix 1). The framework is designed to establish an organisational 'DNA' for leaders and managers which will build capacity to respond to a new and challenging local government whilst embracing thoughts on what it means to be a 21<sup>st</sup> Century Public Servant. Skilled leaders and managers are the key to success and this

framework is underpinned by the following principles that will develop their skills and abilities.

- Enabling leaders and managers to deliver great people management practice on a day to day basis.
- Creating an environment which motivates, inspires and energises people.
- An environment where leadership is distributed and dispersed and goes beyond boundaries and spans of authority
- Delivering a customer focussed approach
- Supporting a commercially focus environment
- Creating an innovative culture which thinks outside the box by giving space to all employees to be creative.

The framework is designed to reflect the different levels of leaders and managers and is referred to as 'emerging', 'aspiring', 'future' and 'senior' leaders and will offer various development opportunities across for development pathways. For 2017/18 the focus for development has been across the Council's Future and Senior Leadership cohorts.

## 2.4 **Progress to date**

### 2.5 Future Leaders Programme

The Future Leaders programme was launched in October 2017 and is aimed at employees who are currently on Grades 8-10. Not all 470 employees currently at these grades, will be considered to be one of the Council's future leaders however we envisage that through a series of development activities the Council will be in a better position to identify our leaders of the future from this cohort of employees. The programme consists of a 3 day development programme called Leading an Empowered Organisation (LEO) and focuses on articulating expectations, definitions of responsibility, authority and accountability, building relationships, developing capacity and leading change. Since the programme commenced 5 employees have gained a promotion within the Council. As employees progress through the programme focus groups are being held to revisit what attendees have learnt and what they have implemented and any obstacles they may have faced and how these might be overcome.

The second element of the programme is called 'Licence to Practice' (LtP) which includes a number of half day facilitated workshops such as (Myers Briggs Type Indicator (MBTI) which focuses on an individual's preferred communication styles, Equality, Diversity & Inclusion, Managing Disciplinary's, Grievances & Performance, Management Capability, Managing Change and working with the Trade Unions, some of these sessions are being delivered by HR & OD colleagues. These sessions enable the organisation to ensure that middle managers are up-to-date on best employment policy and practice and any legislative changes. The reviewing and rewriting of some of our employment policies as part of the Council's Workforce Reform programme is vital if we want to ensure that our middle managers have the capability to performance manage, drive and implement change.

This cohort of employees will also have an on-line learning offer which will include Managing budgets, Health & Safety and Information Governance. Running concurrently will be the development centre whereby all employees within this cohort

will be asked to participate in a range of psychometric assessments so that a talent mapping exercise can commence as part of the appraisal process with a view to succession planning. All applicants seeking employment with the Council for posts graded 8 – 10 go through the same psychometric assessment process and therefore by doing this exercise with internal employees enables the Council to benchmark internal employees' capabilities with external applicants.

## 2.6 Senior Leadership programme

The Corporate Extended Leadership Team (ELT) which consists of senior leaders across both People and Place Directorates and SMB members are currently attending a Senior Leadership programme. Corporate ELT have now completed a number of leadership development sessions since July 2017. In addition to the development sessions already delivered Corporate ELT will also be attending the following:

- Digital Bootcamp
- Leading through Coaching
- The 21<sup>st</sup> Century Public Servant delivered by Catherin Mangan
- Equality Diversity & Inclusion – 'How to bridge the gap between good intentions and real change' delivered by Diversity by Design
- Action Learning Sets
- Systems Leadership

## 2.7 CMI leadership and management qualification (Level 3 and 5)

We have successfully tendered the services of Triple A to deliver our Chartered Management Institute (CMI) Leadership and Management qualification at Level 5. Apprenticeship Levy funding will be used to support the 10 employees who have been selected to attend the 18 month programme. Triple A have been given an 'outstanding' grade as part of their Ofsted Inspection. We have procured our own internal Adult Education Service to deliver the CMI Leadership and Management Level 3 qualification, 36 employees will attend this programme. As a result of using our internal Adult Education Service we will be able to 'draw down' funds from the Council's Digital Levy Account whilst retaining the Apprenticeship Levy Funding. Both programmes will commence in March 2018.

## 2.8 MSc in Public Management & Leadership

Coventry City Council will be offering a number of places (yet to be confirmed) on the MSc in Public Management and Leadership programme which will be launched by the University of Birmingham from September 2018. Once gain Apprenticeship Levy funding will be used to fund all places with no additional cost to the corporate budget.

## 2.10 Corporate Leadership & Development offer

The OD team will continue to offer a range of leadership development opportunities through its core L& D offer. This will include;

- Managing successful appraisals
- Embedding Our Behaviours
- Effective career conversations
- Setting SMART targets

- Managing Performance and Capability
- Managing and Understanding Change
- Working with Trade Unions
- Leading a Resilient Workforce
- Equality Diversity & Inclusion
- WorkSMART - Leading Virtual Teams
- Leading Successful Change
- Learning to Lead
- Condensed Mandatory Briefing
- Adaptive Leadership/Empowering Leaders

#### 2.11 Aspiring and Emerging Leaders Programmes

Both of these bespoke programmes will be launched later in 2018 and will be targeted at employees who are on grades 3 – 7. Employees on these grades are still able to access any training sessions which are either linked to the outcome of their appraisal or form part of the corporate learning & development offer. Following the evaluation of the pilot Aspiring Leaders programme which took place in 2016, it is imperative that the Council ensures that middle managers at grades 8 – 10 fully understand the role that they play as leaders and managers in the development of the cohorts of staff who sit below them in the structure. Hopefully this will be achieved through the delivery of the 'Future Leaders' programme.

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