



People, Performance and Development Committee

19 March 2014

## HIGH PERFORMANCE LEADERSHIP DEVELOPMENT PROGRAMME

### **Purpose of the report:**

This report sets out the proposals for the new High Performance Leadership Development Programme for 2014- 2018.

This report is being brought to People, Performance and Development Committee because the Committee will promote organisational development, skills and learning according to the Scheme of Delegation.

### **Recommendations:**

It is recommended that:

- a. The Committee support the development of the new High Performance and Leadership Development Programme for the authority.
- b. The committee support the commissioning of external partner(s) to deliver this integrated programme in collaboration with the Council.

### **Introduction:**

1. Surrey County Council (SCC) has come a long way in the last four years. Our performance and culture have shifted significantly. A big part of this success has been the growth in leadership across the council, specifically exemplary leaderships skills and behaviours. The coaching programme over the last four years has been pivotal in the culture and performance improvements, during which time Surrey has seen a:
  - 55% increase in resident perception of SCC employees attempting to understand their needs;
  - 5% improvement in how employees view workload, supervision and change;
  - perception from 80% of coaching programme delegates that their own performance has improved as a result of the coaching,
  - 60% of delegates believe SCC's performance has improved as a direct result of the coaching programme.

- Sickness absence has significantly improved from 13.2 days per FTE in Oct 2008 to 6.49 days per FTE in 2014.
2. Our investment in the coaching programme amounts to £1,142,940 between 2009 and 2013. 1545 people have been through the programme. The coaching has helped the county council shape a workplace where people thrive and grow and we have seen more and more internal people “finding their wings” growing in skills and competence and being promoted. There is no doubt that the impact of this programme has had a direct impact on residents. It directly affects the quality of the service residents receive in whatever way they come into contact with our staff. The coaching programme has improved leadership behaviour and this has had a direct impact on staff morale. Staff who feel happy at work convey this to their customers in how they are with people. The coaching has also helped generate a strong learning culture where people are encouraged to take responsibility for their own learning and development and avail themselves of the training and development on offer at Surrey. This is an important part of quality control in service delivery.
  3. A wide scale consultation has taken place over 2013 to diagnose what the focus of the next phase of the leadership development offer should be. A set of behaviours has been drawn up which reflects a “Rounded Leader” (attached as Appendix 1) i.e. the behaviours we would expect to see in a top performing leader. There will be a range of leadership interventions to help leaders and managers develop across all competencies. Some of these could be as simple as personal reading, e-learning or “tailored” to an individual like mentoring. It was clear however from the consultation carried out that there was a need for stronger leadership performance and confidence for all leaders, inter alia, around:
    - i. Challenging unacceptable behaviour, address conflict and poor performance
    - ii. Creating a no blame culture
    - iii. Seeking feedback on my own performance and being open to constructive challenge
    - iv. Being aware of how my mood can impact on others: emotional intelligence
    - v. Leading my team inspirationally, in particular in difficult times
    - vi. Involving and empowering people through inclusion in decision making
  4. The new High Performance Leadership Development Programme will take performance to another level. It will be focused on enabling leaders and managers to address the most difficult issues they face at work; the issues which challenge them the most.
  5. Leaders and managers are going through one of the most difficult phases ever to face the public sector. Surrey has to find £260m savings over the next three years and leaders and managers need to have the resilience to be able to lead and implement unprecedented transformation and still keep services performing well on a day to day basis.
  6. The HPDP will help support people to deliver this scale of challenge. People will be empowered to manage and to be able to respond to difficult challenges and behaviours.

7. As a result of this programme managers will be able to
  - Engage in more open and straight conversations around performance.
  - Have greater awareness of their impact as a leader.
  - Put into effect skills and knowledge to make appropriate changes in their leadership approach, so that you can:
    - Build their own resilience;
    - Support their team and colleagues through difficult times;
    - Have more courageous, honest conversations in the most challenging of circumstances.
8. There will be an emphasis on practising these new skills to enable people to address difficult issues immediately after returning to work following the programme. Through the extended coaching support, peer-buddying and practice tool kits, leaders and managers will be well supported back at work to be able to raise the performance of their service.
9. We have been working closely with three trusted and highly respected & qualified trainer/consultants during the latter part of 2013. Together with our own internal Organisational Development Team colleagues, these coaches have tailored the HPDP to fit where Surrey is and where we aspire to be.
10. We have been piloting six cohorts of twelve participants since November 2013 and the last cohort is due to complete in early April 2014. These six programmes have been aimed at CLT, CPT and other senior managers. The Chief Executive was very clear that senior leaders needed to lead the way and attend first so they could in turn encourage their teams to attend future programmes. Early feedback from participants is that the HPDP is having the impact it was designed to have and already noticeable changes in performance and behaviour are being seen and experienced.
11. Our experience with the coaching has shown us how vitally important it is that *everyone* goes through the programme so the aim is to roll this out to over 1,000 people. It is important people have some good coaching skills before they attend the HPDP so we have also shaped a two day programme of coaching which managers need to attend first if they haven't been on the coaching programme.

### Members

12. Members have a specific leadership role to play. Member support and development needs to be tailored to the specific nature of that role.
13. See Appendix 1; the Rounded Leader; aspects of the Personal Mastery and Situational Mastery for leaders have resonance for members' community leadership role as well as their role in decision making and policy making at the council. Coaching as a skill can be a support and resilience tool for members too to help them, for example
  - Engage in more effective conversations with challenging residents.
  - Have greater awareness of their impact as community leaders.
  - Put into effect skills and knowledge to make appropriate changes in their approach, so that you can:
    - Build their own resilience;

- Be supported and support others through difficult times;
- Have more courageous, honest conversations in the most challenging of circumstances

14. A programme of coaching tailored specifically with members for members will be developed with a view to providing high quality executive one-to-one coaching sessions; coaching opportunities to help people understand their personal impact as well as 360° feedback and equipping people with tools, ideas and approaches to enhance their strategic influence.

15. This will be available on a voluntary basis for members. We will progress the development of this offer with members via the Members' Development Steering Group.

**Rolling Out the High Performance Leadership Development Programme**

1. The power and impact as far as culture shift is concerned, comes from everyone doing it. This would mean rolling the programme out to over 1,000 people. To do this, we need to go through a procurement process to procure a partner to work alongside us to deliver the programme.
2. Early soundings indicate that this programme will be attractive to other councils and organisations in the public and related sectors. Association with the Surrey brand is already creating interest and it is expected this could make the coaching and HPDP marketable and potentially earn income for SCC.
3. The overall programme is a leadership pathway consisting of 4 programmes of training and development, as described below and identified in fig.1. This programme will be for all managers with line management responsibility (Levels 1-7 in the organisation), a total of over 1,000 people.

Figure 1

Leadership Offer		
A	Member Coaching Programme	Cabinet / Associates / 81 Members
B	HPDP Level 2 4day course	Level 1-4 (150)
C	HPDP Level 1 3day course	Level 5 (850)
D	Coaching 2day course	All managers
E	Self-Managed Learning	All managers

## Key to Manager Levels

Level 1 - 4	Chief Executive = Level 1  Strategic Directors = Level 2  Heads of Service/Assistant Directors = Level 3  Direct reports to Heads of Service/Assistant Directors = Level 4
Level 5	Senior Managers who report to a Level 4 manager
Levels 6 – 7	Managers who report into Level 5 and/or have direct line management responsibility.

A summary of each programme is detailed below.

#### **4. Programme A – Member Coaching Programme**

This programme will be made available to all Cabinet Members and their Associates, followed later in the year by all the remaining members. The programme will consist of 360 degree feedback, one-to-one coaching and joint working sessions with CLT.

#### **5. Programme B - High Performance Development Programme (Level 1-4 managers).**

This programme is delivered over 2 blocks of 2 days with a 6 week gap between. This allows times for attendees to undergo a forensic and searching 360 degree feedback process. Managers attending this programme will go on to support and deliver elements of programme D detailed below.

#### **6. Programme C - High Performance Development Programme (Level 5-7 manager)**

This programme will be delivered to all of our middle and first-line managers (classed as Level 5/6/7 managers), approximately 850 people and will consist of 2 day Introduction to High Performance & Leadership training and 1 day of conflict resolution training. This programme will be supported by 3 x ½ day group supervision sessions per delegate over 12 month period.

## 7. Programme D – Coaching Programme (Level 1-7 manager)

This programme will provide our Level 1-7 managers, who have no experience of coaching with an introduction to how coaching can help them in their day to day management. It is estimated that over a period of 4 years, over 1,000 managers will take part in this training. The programme will be for 2 days and will be delivered, in part, by delegates (senior managers) who have completed Programme B and have gone through a train-the-trainer programme. This enables us to keep down costs and makes the programme more sustainable into the future. Individuals will be encouraged to draw on SCC coaches from within our Coaching pool for continued coach/supervision.

## 8. Programme E - Self Managed Learning

The council already has a number of in-house resources available to all staff to gain a basic understanding of the development programme. This is intended to encourage staff to engage with the opportunities for coaching and career planning. Resources available include:

- Coaching e-Learning
- NLP e-Learning
- Leadership resource page
- Finding a coach for mentoring, career development and support through The Council's coaching pool

9. The programme will roll out over a 4 year period.

10. The outcome from the procurement exercise will be presented to Cabinet on 22 April 2014.

<h3>Conclusions:</h3>
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11. These programmes will support the organisation over the coming years to address the difficult challenges facing the public sector. Our managers and leaders will be equipped with skills and behaviours to be high performing in challenging circumstances.

### Financial and value for money implications

12. The estimated cost of delivering these programmes over a four year period is up to £1.6m, this equates to an investment of up to £1,600 per manager.

13. The funding of the programmes will be met from within council's learning and development budget for the next four years and is included in the 2014/19 MTFP.

### Equalities and Diversity Implications

14. A full Equalities Impact Assessment has been carried out and is at Annex 2.

## Risk Management Implications

15. The delivery of this programme is core to building strong and resilient Leaders for the continuing success of the council. One of the risks for the authority is that there is a low take up of the dynamic programmes, leading to an increased cost to the council per head. Running a course that is not operating at capacity will mean an individual course becomes more expensive. In addition there will need to be more courses available, costing the council again. To address this issue there will be a robust engagement plan and strategic directors will be supporting their staff to ensure attendance at the programme. There will also be close monitoring of the feedback from the programme will also be taken in to account to ensure that the programmes stay appropriate for the participants and for the success of the authority.

### Next steps:

1. Develop forward plan for the 4 programmes and the development of a communication plan for the council, March 2014 onwards.
2. Evaluation of tender process and recommendation of a strategic partner to the Cabinet, March and April 2014
3. Engage with strategic partner to commence delivery of programme April/May 2014.

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**Report contact:** Carmel Millar, Head of HR&OD  
**Contact details:** 0208 541 9824

**Sources/background papers:**

## Annex 1

### The Rounded Leader

#### Leadership Behaviours and Skills

This document describes the desired behaviours and skills leaders will display, based around 3 elements of 'Mastery', as a result of their learning from the following interventions:

1. Higher Performance Development Programme
2. Related Tools, Materials, Master Classes, Coaching and/or mentoring
3. Strategic Leadership Workshops including the Leading & Managing in a Digital Age Programme

#### **Personal Mastery – continuous reflection on own performance, behaviour and values**

- 1 Seek feedback on my own performance and be open to constructive challenge
- 1 Create constructive and respectful relationships
- 1 Be motivational and encouraging
- 1 Adopt a coaching mindset in difficult situations, to model a coaching culture
- 2 Building belief in others of success
- 2 Recognise that diversity and difference are assets
- 2 Role model continuous learning, acknowledge, reflect and share mistakes
- 2 Recognise talent and develop staff potential
- 2 Role modelling the values of the organisation in all situations

#### **Situational Mastery – the ability to understand myself and my reactions to situations**

- 1 Be aware of how my mood can impact on others: emotional intelligence
- 1 Being definite & decisive
- 1 Act with personal integrity at all times
- 1 Be respectful of others' values and opinions and the impact of these on their reactions to situations
- 2 Seeking to get the best outcomes from all situations

#### **System Mastery – how do I impact on, and shape the context of, the organisation (system)**

- 1 Have open and transparent communications
- 1 Challenge unacceptable behaviour, address conflict and poor performance
- 1 Create a no blame culture
- 3 Consistently putting partners at the forefront of your discussions
- 3 Always keeping my focus on the bigger prize; the bigger game
- 3 See things from different perspectives and generate alternatives and options
- 3 Create and use concepts to explain and interpret situations, linking pieces of information together, creating a rich pool of ideas and a visionary strategic approach
- 3 Use influence and persuasion, building alliances, networks and coalitions
- 3 Understanding what the pressures are within your industry and what that means for the teams you lead and your partners
- 3 Keeping the big picture always in mind



## **Lead Effective Teams**

- 1 Lead my team inspirationally in particular in difficult times
- 1 Identify team strengths and areas for development
- 1 Involve and empower people through inclusion in decision making
- 1 Build two way trust between self and team
- 2 Getting things done and motivating others to achieve delivery
- 2 Promote health and well being
- 2 Encourage staff participation in other areas outside of their immediate team/service
- 2 Recognise and celebrate success
- 3 Provide opportunities for creativity and innovation

## **Excellent “Customer” Service**

- 1 Actively seek and act on feedback from internal and external customers
- 1 Encourage your colleagues, staff and teams to also seek and act on feedback
- 1 Set appropriate standards of customer service for the team and service
- 1 Awareness, understanding and promotion of the organisation’s customer promise

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