



People, Performance and Development Committee
19 March 2014

Programme: Leading and Managing in a Digital Economy

Purpose of the report:

To provide the Committee with a progress update on the design of a qualification in public sector leadership in the digital age. To confirm Surrey County Council's commitment to the programme and to gather feedback about the structure, content and timescales.

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

Recommendations:

It is recommended that:

1. The Committee endorses the proposed programme and supports Surrey County Council's participation, with a first cohort starting this year.

Introduction:

1. Last year we shared with PPDC the vision for a degree level qualification in Entrepreneurial Business & Public Service Leadership. This prompted a series of conversations with internal senior staff, external SE7 partners and our potential supplier, Surrey University about how to make this vision a reality. This report outlines the progress so far, including the proposed qualification structure, content and timescales.

Stakeholders

2. Surrey University, specifically Professors Alan Brown and David Goss of Surrey Business School, are very excited to work with us to develop a bespoke public sector leadership programme. This is a new direction for leadership development and we believe this initiative is in the vanguard. The nature of the learning experience is to use the "hot-housing" and research aspect of the university environment to actually shape new

ideas and projects during the programme which will impact and change services on the ground.

3. Lucie Glenday (Chief Digital Officer) is helping to shape the programme and ensure it is aligned to the wider digital strategy.
4. We are working with our partners in SE7, namely East Sussex, West Sussex, Hampshire and Brighton & Hove, to develop the programme and ensure it meets the needs of the public sector more broadly.

Target Audience

5. It is mainly aimed at managers who are tasked with the strategic development of the authority. It should not however be restricted solely to senior managers and we would also open entry up to those who can influence and shape the nature of services on the ground. This programme will enable us to start to shape talent for the next generation of leadership.
6. In addition, this programme could also be open to members who may wish to gain a greater understanding of the impact and implications of the digital world on residents and the impact on their role as community leaders.
7. Appendix 1 sets out the “Rounded Leader” Behavioural Competencies which are used to support Surrey’s leadership development offer. It is considered that the programme will contribute to helping leaders and managers improve the following:
 1. Consistently putting the partner at the forefront of your discussions
 2. Always keeping my focus on the bigger prize; the bigger game
 3. See things from different perspectives and generate alternatives and options
 4. 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
 5. Use influence and persuasion, building alliances, networks and coalitions
 6. Understanding what the pressures are within public service and the wider economy and what that then means for the teams you lead
 7. Being consciously longer term i.e. consciously scanning horizon and searching for opportunities
 8. Keeping the big picture always in mind
 9. Provide opportunities for creativity and innovation
8. The programme will help those who will lead services and teams into a less certain future where issues of funding, service delivery in the digital age, customer engagements and commercial and third sector delivery of services are creating a faster moving and more dynamic environment.
9. The selection process for delegates has yet to be agreed. However, it has been acknowledged that all partners prefer staff learning to be self-directed.

Qualification

10. As referred to in paragraph 2 above, an important part of the nature of this programme is that it will become a “fomenting space” to test out and shape new ideas for how services could be delivered with better and more effective use of data maximising the digital environment.
11. Following the recent success of the MSc degree in Highways Engineering we are exploring the possibility of doing something similar. At this point in time given we are at an embryonic and experimental place with this new venture, it is prudent to wait and evaluate the success of the first programme.
12. Through the evaluation we can then assess the costs. It is estimated to be two years before the first cohort could start a degree course. There would be significantly higher costs than for this early programme.
13. The proposed programme structure for this first experimental programme is outlined below. In this proposal successful delegates receive a certificate of completion and achievement from Surrey University.

Objectives

14. The purpose is to equip delegates with the tools, skills and experience to lead, develop and deliver services in the digital age. The programme will use a mix of workshop based teaching with practical work on ‘live’ cases to ensure that delegates have the opportunity to experiment with new ideas and tools and to put their knowledge into practice.
15. The focus will be on understanding the business and organisational implications of the changing landscape created by widespread digitisation, such as changing client expectations, new communication and delivery mechanisms, increased opportunities for collaboration across sectors, as well as new patterns of risk and responsibility.
16. Following the programme, delegates will be able to:
 - a) Utilise their understanding of business strategy and emerging business models to drive values, shape and deliver services.
 - b) Explore new ways to engage effectively with digital citizens to ensure customer needs are met, create a cycle of continuous improvement and, in line with the Council’s digital strategy, develop services for the future.
 - c) Encourage, support and deliver innovation applying tools and techniques that ensure change is effective and that encourage agility.
 - d) Research and solve business problems effectively using a range of tools and techniques appropriate in the digital economy.
 - e) Be aware of the opportunities and risks (for individuals and organisations) attaching to innovations in digital technologies.

Delivery

17. There will be an introductory presentation and seminar welcoming delegates, assessing the impact of digital technologies on their roles and functions, setting out the curriculum and preparing them to make the most of the programme. Delegates will also be given their first reading assignment.
18. The proposal is for four taught modules comprising:
 - a) A pre-workshop reading assignment.
 - b) A one day taught workshop at the end of which the cohort will be divided into groups and set an action learning task based on a live issue or case.
 - c) A four week period for groups to work on their action learning assignment. During this time teaching staff will offer a fixed number of web-based surgery sessions to delegates requiring additional guidance and support
 - d) A second one day workshop where groups will report back to the cohort on their assignment, sharing their experiences and findings. Programme leaders will give feedback and tie the assignment outcomes back into the learning for the module. Delegates will reflect on the learning and draw-up action plans for the implementing the learning back in their teams.
19. All delegates will be asked to keep a reflective log exploring the ideas they are engaging with during the programme. This will form the basis on final assessment and feedback.
20. Delegates will be encouraged to be active participants in an online community that will run for the total duration of the programme.
21. Following completion of the programme, there is potential for delegates to move into a 'digital champion' role at their local authority, ensuring the learning does not stop with them.

Content

Digital Economy and Public Management

22. The past decade has seen rapid digitisation of the economy. New digital technologies have had major impact on all aspects of our society. The emerging "Net Generations" are driving expectations for public policy and services that offer different kinds of solutions in new ways. UK Government is reacting with a range of initiatives to bring new capabilities on-line, including programmes such as the Government Digital Strategy (GDS). Consequently, we all need to have a clear understanding of the implications of technologies such as "big data", open source solutions, and cloud-based delivery. This theme looks at the background and principles of the digital economy, and analyses the implications on public management activities.

Business Models and Business Strategy

23. Delivering value in any organisation is a balance between creating the right services at a price that is affordable and cost effective. At the heart of today's enterprise is the need to understand new kinds of business models that are now possible. These are combinations of public and private enterprises, working collaboratively to solve local needs in cost effective ways. This theme provides a framework for understanding and discussing business models, and examines different business models for the public sector that are now emerging.

Innovation and Change Delivery

24. Rapid change in service delivery is revolutionising the face of both the private and public sectors. New technology enables organisations to bundle existing activities and assets and link them in new combinations with other organisations' technology and assets free from the constraints of time, place, and ownership. As this occurs, we face the inevitable struggle between speed of change and the necessity for governance and accountability. This theme addresses the ways in which innovation can be encouraged and supported in service delivery, and provides techniques for supporting change in complex, human-centred environments.

Research Project and Delivery Methods

25. Many times in our working lives we need to undertake research to investigate new ideas, obtain independent data to analyse an area of interest, or deliver background support for decisions that have been taken. However, with the rapid evolution of data gathering and analysis techniques in our connected world, many people do not have the necessary knowledge, understanding, and skills to complete a piece of business research using today's digital techniques. This theme will provide the necessary academic rigour supported by practical techniques to bring to life the realities of undertaking business research in today's digitally-driven world.

Timescales

26. Surrey University are confident the programme can commence this year, as soon as quarter 1 if all stakeholders are in agreement.
27. The proposed structure is 40 weeks, which includes two break periods of 3-4 weeks each.
28. The proposed size of each cohort is between 12 and 30 delegates.
29. Feedback from all authorities is expected by the end of February and a decision as to who is participating made by mid-March. [This information may be known by the date of the meeting].

Conclusions:

30. This report has outlined a proposed programme of learning designed to equip senior public sector staff with the skills to lead confidently in the digital age. It has been designed in collaboration with Surrey University and other neighbouring local authorities. The first cohort can commence in the next few months.

Financial and value for money implications

31. Surrey University costs will include:
- a) Delivery of the programme by senior teaching staff
 - b) Administration of the programme
 - c) Development costs
 - d) Preparation and supply of teaching materials
 - e) Use of the University of Surrey Virtual Learning Environment
32. Costs are currently being negotiated but are likely to be in the region of £100,000 for a full cohort of 30; around £3,000 per capita delegate fee. We have assumed 15 participants from SCC (the remainder from across SE7) and Surrey's costs can be covered within existing budgets for a cohort of this size.

Equalities and Diversity Implications

33. At this stage no major implications have been identified that will impact on residents and staff with different protected characteristics. A full Equality Impact Assessment is currently underway and can be completed when the programme design is finalised. The shift towards greater independence through improved access to data, communications and services will benefit all, particularly people with disabilities and older people. This programme is aimed at transferring control from organisations to people and therefore supports our corporate aims.

Risk Management Implications

34. Although there are other interested local authorities, there is a risk that none of them will join us in this venture. In reputational terms, this would mean the programme may not hold as much weight. In financial terms it would mean bearing the total costs ourselves. To mitigate this risk, we are working closely with partners to shape the proposal in a way that meets everyone's needs.
35. This is the first programme of its kind and therefore there are risks associated with doing something unknown. We have made every effort to engage key stakeholders, such as the Chief Digital Officer, to work with Surrey University to ensure the modules are pitched at the right level to achieve the objectives that have been set.

Next steps:

With the Committee's agreement, we will review feedback from all senior leadership teams involved and amend the programme accordingly. Once we are all satisfied with cost negotiations, the programme can be commissioned, with a view to run the first cohort in the new financial year.

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Sources/background papers:
None

APPENDIX

The Rounded Leader

Leadership Behaviours and Skills

This document describes the desired behaviours and skills leaders will display as a result of their learning from the following:

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

Personal Mastery ie being aware of my impact on others and acting in an exemplary way

- 1 Be motivational and encouraging
- 1 Be aware of how my mood can impact on others: emotional intelligence
- 1 Have open and transparent communications
- 1 Challenge unacceptable behaviour, address conflict and poor performance
- 1 Create constructive and respectful relationships
- 1 Being definite & decisive
- 1 Create a no blame culture
- 1 Act with personal integrity at all times
- 1 Seek feedback on my own performance and be open to constructive challenge
- 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

Situational Mastery ie Understanding the environment in which I lead

- 3 Consistently putting the partner 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 then means for the teams you lead
- 3 Being consciously longer term i.e. consciously scanning horizon and searching for opportunities
- 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
- 3 Provide opportunities for creativity and innovation
- 2 Promote health and well being
- 2 Encourage staff participation in other areas outside of their immediate team/service
- 2 Recognise and celebrate success

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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