



People Performance and Development Committee
29th October 2014

HIGH PERFORMANCE LEADERSHIP DEVELOPMENT PROGRAMME

Purpose of the report:

To provide an update on how the programme is progressing since the introduction of the programme to People Performance and Development Committee in March 2014.

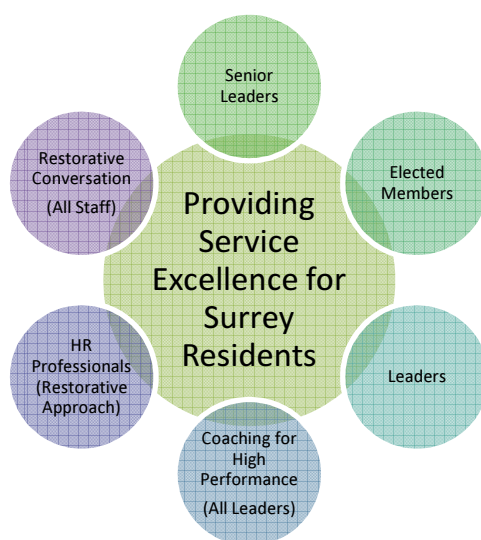
Recommendation:

PPDC are asked to note the progress to date.

Introduction:

1. The High Performance Development Programme (HPDP) has been developed in response to the challenges identified for our Leaders and Managers. (At Surrey, all managers – whether 1st line managers or senior managers are considered leaders. In this report, therefore we refer to leaders and senior leaders in this context.)
2. HPDP has been designed to take performance to a higher level, and will focus on enabling leaders and managers to address the most difficult issues they face at work; the issues which challenge them the most.
3. The design of the HPDP focuses on 6 strands:
 - i. Senior Leaders (Graded S13 and above)
 - ii. Elected Members (a tailored offer still in design)
 - iii. Leaders (Managers up to, and including, Grade S12)
 - iv. Coaching for High Performance (All Leaders, a prerequisite for the Leader and Senior Leader programme)
 - v. HR Restorative practice (a tailored programme for HR professionals to support managers in difficult conversations)
 - vi. Restorative Conversations for Better Outcomes; confronting the difficult while it's still easy (a programme for all staff to support them in challenging circumstances)

4. As a result of these programmes Senior Leaders, Managers and staff 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.
 - Exercise choice to behave differently and prevent unnecessary conflict at work.



Progress to date

5. We have procured two highly experienced companies to deliver the Senior Leader, Coaching and Manager programmes. WillisClare Coaching will deliver the senior and member coaching programmes and Penna will deliver the manager programme.
6. The Senior Leader and Manager programmes were launched in October 2014, and a total of 13 cohorts have been commissioned until March 2015.
7. The Elected Member programme will be designed in conjunction with Elected Members, senior officers and WillisClare Coaching, with a view of a programme being available late December, early January 2015.
8. The HR Restorative programme will be delivered by Mayvin, and will commence in November. The course will also include colleagues from our partner organisations such as East Sussex County Council.
9. Senior Officers and the Organisational Development Team have designed a half-day session, which will be available to all staff, on understanding how to deal with difficult situations. This programme was piloted late September 2014 and will aim to be open to all staff early November.

Targets and completion:

10. Targets for the next 3 years have been set for all the programmes.

Programme	2014/15	2015/16	2016/17	2017/18	Total
Senior Leaders (Commences Oct 14)	125*	168	120	48	461
Elected Members (Commences Dec14)	12	35	34		81
Leaders (Commences Oct 14)	96	336	336	288	1056
Coaching (Commences Apr 14)	145**	108	48		301
HR Professionals (Commences Oct 14)	12	12			24
All Staff (Commences Jan 15)	This programme will not have any targets assigned to it, as will be employee led, and will have regular courses running across all 4 years.				

11. Communications launched in August for all the programmes and bookings to date have been good, with the following numbers achieved so far:
- i. Senior Leaders: 116 booked to attend
 - ii. Elected Members: still to be agreed and designed
 - iii. Leaders: 76 booked to attend
 - iv. Coaching: 140 booked to attend
 - v. HR Professionals: 28 booked (all to be run in this financial year now)
 - vi. All Staff: Targets to be assigned.

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Sources/background papers:

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