



People, Performance and Development Committee  
July 2017

**Leadership and Management Development**

**Purpose of the report:**

To provide the People, Performance and Development Committee with an update on the shape and nature of the developing leadership offer; to help build Surrey County Council's leadership capability and culture in line with the Behaviours Framework. This follows the review of the findings outlined in the 2016 High Performance Development Programme evaluation project undertaken by the University of Surrey which was presented to the Committee in November 2016.

**Recommendations:**

It is recommended that the People, Performance and Development Committee:

1. notes the development of corporate leadership expectations for all leaders employed by Surrey that link to and support our behaviours framework;
2. notes the key elements driving a different approach to the leadership offer being developed and the learning outcomes agreed; and
3. notes the approach of targeted development for specific high priority groups of managers and leaders that include those who fulfil positions with direct impact on resident experience (frontline), and to support succession planning for those who demonstrate potential.

**Introduction:**

1. This report details the organisational approach to developing a revised Leadership and Management Development offer that seeks to incorporate the learning from the High Performance Development Programme (HPDP) evaluation review presented to the People, Performance and Development Committee (PPDC) in November 2016.

2. The approach to developing this offer has been guided by extensive research into leadership, talent and succession planning. It has also relied on a variety of sources of data including the 2016 Staff Survey results, SAP Training data, peer review, appraisal data as well as corporate training needs analysis reports.
3. There is a range of leadership offers that currently exist across different services. The corporate leadership offer seeks to bring the development needs of leaders in services into one offer (where this is possible and appropriate), so there is clarity and consistency in the manner in which leaders are developed. There will be flexibility to develop bespoke initiatives where this is necessary for individual services.

## Background

4. In developing the leadership offer programme, officers have taken a number of important sources of information into account to define leadership and management needs.

### Surrey HDPD Evaluation Review

5. The key findings of the HPDP Evaluation Review highlighted areas that would be important to consider in developing a future leadership offer are as follows:
  - **Content:** Managers needed more support around managing staff and teams, evidence based decision making, managing wellbeing and motivation during change, leading for impact with service users and residents, developing high performing 'systems' that support working with partners and sharing best leadership practice across sectors.
  - **Target for higher impact:** The programme should be focused on managers providing frontline services, in particular where performance improvement is needed.
  - **Evaluation-based Interventions:** Establish measures so that checks can be made on whether learning outcomes are being achieved.
  - **OD Team HPDP Evaluation:** In-house evaluation, showed that the areas of the programme that the leaders found most valuable were group learning sets, in the context of real work challenges, and the coaching element of the programme which were seen as a valuable tool to support managing difficult conversations and supporting discussion to improving performance.

### Staff Survey 2016

6. The 2016 staff survey looked at a number of engagement factors including Leadership & Management. Key areas of feedback for the development of future leadership programmes include:

- I. One Team: avoiding duplication of work, improving communication, understanding what can be achieved together
- II. Management: listening and accepting everyone's views, more contact with teams, timely decision-making, open and honest communication.
- III. My Company: clear direction and goals, less uncertainty about the future and a more proactive rather than reactive approach.
- IV. Role Modelling Leadership Behaviours across all levels of management.
- V. Recognising and rewarding people for the work they do.
- VI. Leading and managing change and supporting staff to challenge the status quo.

### **MC3 Report from Staff Survey 2016**

7. The Staff Survey results also allowed the production of personalised feedback reports for Managers from direct reports. These are known as MC3 reports and were used as part of a trial this year based on the response to 19 of the 70 survey questions. Data obtained from these reports for over 300 Managers and Leaders demonstrate areas of strength in conversing and listening, with lower scores in areas related to inspiring and motivating.

### **Embedding the behaviour framework**

8. With the development and launch of the Behaviour Framework in April 2016 there is a need to ensure it is reflected and promoted in all leadership development activities and interventions. This will support embedding and role modelling of the organisational behaviours and develop the leadership culture SCC aspires to have.

<b>Issues to be addressed:</b>
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9. The following areas are guiding how the issues will be addressed in the revised offer:

### **The LGA Corporate Peer Review Challenge Report in March 2017**

10. The report identified that there is a need to be clearer about the organisations over-arching leadership philosophy. The Staff Survey results also highlighted that an opportunity for the organisation was to '*Reinforce Organisational Clarity by establishing and communicating strong principles across all job grades*'. From discussion with leadership providers, the OD team is aware that managers and leaders would like more clarity about the expectations on them by the organisation.

11. Taking into account the existing understanding of the leadership challenges within Surrey coupled with research into the leadership approaches in other organisations a set of leadership expectation for all manager and leaders has been developed. These will help to bring clarity to leadership job roles and support the development of our leadership philosophy and culture.

### Surrey Leadership Expectations

12. The Surrey leadership expectations provide a framework under four key themes to guide the development of current and future leadership capability that align to the Behaviour Framework and organisational values which are detailed below:
- **Culture.** We must reflect the organisation's values in our behaviours day in, day out and support our teams to do the same.
  - **Innovation.** We must challenge our thinking and look for new ideas and solutions from everywhere to transform what we do and get the best possible public value.
  - **One Team.** We must work in a truly networked way, building strong relationships, partnerships and alliances with others.
  - **Thinking Ahead.** We must understand that we are in uncertain times and deliver services which meet residents' needs now and in the future.
13. The themes focuses on providing clarity on what successful leadership in Surrey looks like across all levels of leadership and how leaders need to work together to deliver organisational goals. Details of the Leadership expectation are included in Annex 1.

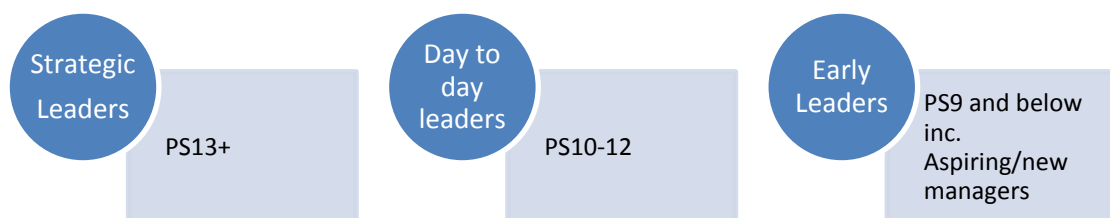
<h3>Factor affecting programme design</h3>
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14. There are a number of factors that have influenced the current design of the programme as listed below;
- I. The take up of the existing core management offer is on the decline. This suggests that the Council needs to re-engage leaders to review, value and reflect on their own development needs with the support of a range of diagnostic tools.
  - II. There is a need for more flexibility both in accessing readily available learning through the use of emerging learning technologies and in providing bespoke intervention to support immediate needs of leaders and their teams in response to the changing context in which leaders work.
  - III. The new apprenticeship levy needs to be reflected in the core management offer as a recognised management qualification for those that fit the apprenticeship requirements. For example, the individual should not already have a higher qualification in the same subject and be in a role that matches the level being studied.
  - IV. The training budget is reducing so it is important to create a sustainable offer that empowers leaders to facilitate their own and their teams' growth and development.

- V. Research suggests that leadership development is more successful when linked to the current context leaders are working in and is integrated with real work challenges which is supported by feedback from the HPDP training evaluation.

### Programme Overview

15. The leadership and management programmes will be underpinned by:
- I. 2017 Leadership Expectations
  - II. Values and Behaviours (SCC Behaviours Framework 2016)
  - III. Leadership Programme Outcomes
16. Leadership Expectations have been developed by the HR&OD team through engagement with a number of senior stakeholders including Chief Executive Direct Reports (CEDR), and CIPN HR. These will be developed into a self-assessment tool for leaders to assess themselves against and which will inform individual leadership development plans.
17. As a result of work to develop 'Leadership Expectations' a review of the 2016 Behaviours Framework will be undertaken to ensure it take into account the changing context leaders are working in.
18. The Leadership Programme Outcomes are defined as follows:
- I. **Values and behaviours** are embedded and role modelled
  - II. **Skills** are applied with confidence and equity
  - III. **Leadership style** evolves and adapts to organisational need
  - IV. **Systems leadership** drives how SCC thinks about, designs and runs services.
19. Based on the data analysis, work undertaken by the OD team to ensure that the programme targets the correct leaders the leadership groups have been broken down as follows:



- I. Strategic leaders are those leaders who are PS13 and above and lead the strategic direction of the organisation or substantially influence it towards achieving organisational goals. There are approximately 350 leaders in these grades.
- II. Day to day leaders are leaders who are PS10 to PS12 and have responsibility for the management of front line and back office service operations. There are approximately 600 leaders in this category, from a range of services including ASC, CSF, Customer Service and Trading Standards.
- III. Early leaders are all new and existing leaders below PS9 of which there are approximately 700 managers. This group includes

aspiring leaders who are individual staff that are considering management as their next career move.

20. More accurate numbers will be provided once stakeholder engagement is finished and the programme outline confirmed.

21. It is expected that there will be some variations and exceptions to these groupings within services. Through continued consultation with senior stakeholders officers will ensure that the programme targets the appropriate leaders.

### Key programme elements

22. The main element of the programme is made up of a Core Management Offer, an Open Leadership Offer and two targeted offers; one aimed at frontline leaders and the other at strategic leaders. The offer will also feature an on line leadership Jive community with resources for managers, a bespoke offer and systems leadership development offer at all management levels. Annex 2 includes a summary overview of the Leadership offer. Below is an overview of offer:

#### Core management Offer

- A Core management Offer is open to anyone with line management responsibility. This offer will be delivered through a range of modular workshops, the ILM apprenticeship levy diplomas targeted at developing essential management skills and be supported by the Open offer. The ILM level 5 will be offered to leaders at PS10 and above and ILM level 3 will support managers at PS9 and below. The topics in the offer will include managing and developing people, driving high performance and understanding personal impact.

#### Aspiring leadership Offer

- The aspiring offer is aimed at non-managers who may have supervisory responsibility and wanting to develop their leadership potential.
- The offer will be delivered mainly through self-directed activities that include, the use of diagnostic tools to identify development needs, strengths and leadership styles, on the job training such as shadowing, mentoring, coaching, a development journal, invitation to a Jive community for aspiring managers and a range of on line resources provided by the open offer to development. A few workshops will be put on to nurture the growth of this potential succession pool of leaders. To support this offer line managers will be expected to create and offer aspiring leaders real work place opportunities to grow and develop their new skills and behaviours.

#### Open leadership Offer

- The Open Leadership Offer is for anyone who manages and leads at all levels in the Council. This offer is primarily self-directed and will be informed by participants own development plan following a range of self and manager led diagnostics. The offer will be

delivered in different ways such as on access to line resources on key leadership topics, a Jive leadership community, Master classes, CEDR led Ted Talk session discussions and a bespoke offer to support system and team development. There will also be workshops to support the development of strategic leadership skills. Topics will be defined by the outcomes of the Staff Survey and feedback from senior stakeholders

### **Frontline leaders programme**

- The Frontline Leaders Programme will target frontline managers who will be nominated by their management teams based on specific criteria that will include those responsible for overseeing local system change and those who did not attend the HPDP programme. This will be delivered through group coaching or learning sets that will be in the context of real life work challenges. Topics to include networking and building relationships, Innovation, decision making, and storytelling.

### **Strategic Leadership Programme**

- The Strategic Leadership Programme is a targeted offer for future leaders that supports succession planning and SCC's talent management offer. Leaders will be nominated by their head of service and Directors and fit the eligibility criteria that will include demonstrating high people management capability and being role models of the organisation's behaviours. This will also be delivered by coaching/ learning sets approach and participants will be supported by a mentor/coach during the programme. The topics will include systems leadership, evidence based decision-making and strategic leadership.

### **On line Leadership Jive community**

- The online leadership Jive community is open to all leaders and managers and will host key 'just in time' resources on subject matters that will be essential to develop our leaders in line with leadership expectations, values and behaviour framework. The on line Leadership community will create opportunities for managers and leaders to build networks and to share challenges, knowledge and information. They will also find a range of accessible resources and diagnostic tools to support their leadership development journey which they will be encouraged to add to as the communities develops and grows.

### **System Leadership Offer**

- Systems Leadership Development is an important component of the offer and will be developed with the OD partnership network currently being established in the Surrey Heartlands Sustainability and Transformation Partnership to support the integration agenda. System leadership will be prioritised to enable leaders to get a basic understanding of what it is and to identify the components of their systems inside and outside of organisational boundaries. Coaching/ learning set will be used to facilitate the initial development of real live systems networks with systems partner

providing them with tools and principles for them to become self-sustaining.

### **Bespoke Offer**

- This offer will target teams and services going through significant change where new teams are being formed that are business critical. These teams will be identified as needing to quickly adapt to working together as 'one team' and embracing new ways of working. They will also be identified through consultation with senior stakeholders and will be offered a range of OD interventions and consultancy support to enhance embedding of new structures and services.

<h3><b>Priorities for the New Approach</b></h3>
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23. Based on all the data available the new approach to leadership and management development has been designed to prioritise the following:

- I. Leaders and managers with direct frontline impact on resident experience will be prioritised for development.
- II. Leaders and managers who have demonstrate potential will be offered bespoke development programmes designed to support talent management succession planning and career development for areas where there is a business critical need.
- III. The leadership and management development offer will be inclusive and have elements that will enable all manager and leaders to grow and develop in their current role and prepare help to prepare them for future roles. It will empower managers to take a proactive and self-directed approach to their own leadership development.

### **Benefits of this offer**

24. Below is listed the benefits of the revised leadership offer:

- I. Clear standards of leadership expectations for leaders across Surrey
- II. An evolving offer driven by ongoing data analysis, evaluation and consultation with stakeholders
- III. Encourages partnership working and systems development
- IV. Contextual and targeted learning, addressing real work challenges to enhance service delivery to our residents
- V. A more accessible, flexible and self-directed offer reducing time required for learning
- VI. A sustainable offer delivered at lower cost, due to a targeted approach, with access to an on-line leadership community with free resources.

### **Cost Implications and budget**



25. The estimated budget for this offer is £450,000 for approximately 1600 leaders and managers for the remainder of this financial year. The take up for the ILM Level 3 and 5 is currently at 18 and two respectively at a total cost of £177,000 putting the total value of this offer at £627,000. This is expected to increase once it becomes more widely understood by managers and their teams. The offer and its programmes will be reviewed at six month intervals to ensure that it remains within budget and support priority areas within services.
26. Until the conclusion of the current consultation process with senior leadership groups and stakeholders to agree content it is not possible to give a more accurate figure and detailed breakdown of each element of the offer.

### **Risk and implications**

27. There is a risk that leaders may not take up the revised offer if they are not sufficiently engaged with it and where their line manager do not prioritise leadership development.

### **Next Steps**

- a. To finalise the shape of the offer, including talent and succession management elements;
- b. To understand the potential demand from stakeholder feedback ( July)

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### **Annexes:**

Annex 1 Leadership Expectations

Annex 2 A summary of Management and leadership Programme Overview

### **Sources/background papers:**

- HPDP Evaluation report – Surrey Business School
- PPDC Report March 2014

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