



People, Performance and Development Committee  
27 October 2017

**Leadership Expectations Guide**

**Purpose of the report:**

Surrey County Council's Leadership Expectations guide has been created to set the standards for leadership at the Council. The purpose of this report is to introduce the guide (Annex 1) to the People, Performance and Development Committee as part of its responsibility to monitor staff management and engagement.

**Recommendations:**

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

- i. note Surrey County Council's Leadership Expectations attached as Annex 1 to this report.
- ii. champion and role model the leadership expectations in their conversations with officers

**Introduction:**

1. Surrey County Council's (SCC) Leadership Expectations are a clear set of standards for all leaders and managers at the Council to aspire to and develop towards.
2. They apply to anyone within a leadership or management role at Surrey but can also be a useful guide for aspiring managers to understand expectations.
3. They were created based on feedback from senior managers and bring together both internal and external best practice.
4. The Council expects leaders and managers to work towards these expectations by accessing the development opportunities through the new leadership and management development offer.

5. Leaders will also need to role model the SCC's behaviours and values as outlined in the Council's Behaviour's Framework Guide attached to this report as Annex 2.
6. Throughout this report the term 'leaders' applies to anyone who is in a leadership and management role at SCC although it can also be applied to aspiring managers.

## Background and launch

### 7. Background

The content of the leadership expectations combines internal and external research and best practice, for example;

#### 7.1 Embedding internal best practice (examples of internal sources)

- a) HPDP evaluation review and feedback
- b) Staff survey results 2016 and feedback
- c) Senior leadership competencies for member panel selection

#### 7.2 Introducing and drawing on best practice (examples of external sources)

- a) The 7 principles of public life – Nolan
- b) NHS Leadership Academy
- c) Professional frameworks, CIPD and CMI good practice standards

### 8. Behaviours Framework

The content and the design of the expectations was also influenced by our Surrey Behaviours Framework (Annex 2).

8.1 In creating the Leadership Expectations some additions were made to SCC's Behaviours Framework. It was felt in some cases they applied to all colleagues. The additions are as follows:

- a) **Work As One Team** addition 'I am aware of the political context I work in'
- b) **Make Things Happen** addition 'I explore digital technologies and make the most of them in the work that I do'
- c) **Develop Ourselves and Others** change and addition 'I invest time in understanding my personal impact and developing my management and leadership skills' and 'I have regular one to ones with my team members'

8.2 Leaders are still expected to role model the behaviours and values in demonstrating the Leadership Expectations

9. The Leadership Expectations were launched as part of our Leadership and Management Development offer at the start of October.

### Embedding the leadership expectations

10. Officers will continue to embed the leadership expectations within the leaders' community at SCC.
11. The leadership expectation areas underpin the new learning and development offer for our leaders.
- 11.1 Examples of the tools and workshops on offer are:
- a) **Culture** – Team wellbeing assessment toolkit and 'Personal impact and role modelling' workshop
  - b) **Innovation** – Creative problem solving models and 'Problem solving and innovation' workshop
  - c) **One Team** – Systems leadership articles, and 'Building positive relationships through networking' workshop
  - d) **Thinking Ahead** – PESTLE and SWOT exercises and planning and decision and related TED talks
12. JiveSurrey Leadership and Management On line Community offers a space to promote the expectations. There will be a different focus each month on rotation to highlight different development tools, videos and resources.
13. In addition, as part of the Learning and Development offer leaders can complete a self-assessment questionnaire based on the leadership expectations. This allows them to assess their areas of strength and development according to the expectations. Work is taking place with University of Surrey to develop a diagnostic tool to support improved analysis, reporting and data collation. Data collected from this tool will provide better information about the development needs of SCC's leaders so this can continuously inform and shape the offer.
14. The four ways to apply the leadership expectations page (Annex 1, page 8) gives our leaders and managers ideas of how to apply the expectations with different colleagues.

### Conclusions:

15. The Leadership Expectations give leaders a clear set of standards which outlines what is expected of them in their roles.

### Financial and value for money implications

16. The Leadership Expectations will support leaders to develop the skills and behaviours to deliver their services in a way that offers better value

for money, based on its contents; **Thinking ahead** will help to develop sustainable services, **Innovation** is about creative approaches to delivery, **One Team** talks about delivering with partners in a productive and collaborative way, **Culture** could support wellbeing and retention rates.

### Equalities and Diversity Implications

17. The Leadership Expectations are for a specific group of people, defined by their role. It is also a tool that will be used to help shape future leaders not yet in managerial roles so is not limited to current leader but is inclusive of potential leaders. The leadership expectation links to the existing behaviour framework so already supports activities they are already doing regarding Equality and diversity implications in their roles or expected to undertake in their roles. As such, an Equalities Impact Assessment was not completed because the expectations do not change any roles. They enhance understanding of what is expected and support discussions with an individual's line manager, coach or mentor.

### Risk Management Implications

18. Lack of role modelling, or engagement with the leadership expectations. Our embedding and engagement process will help to manage this risks. Support from members to engage in general conversation on the topic of these expectations with our leaders would be most welcome.

### Next steps:

The expectations have just launched and a further update can be provided in the future about how the expectations have been embedded.

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### Annexes:

Annex 1 - Leadership Expectations

Annex 2 - Behaviours Framework

### Sources/background papers:

- HPDP Evaluation report – Surrey Business School
- Staff Survey Result 2017