



Derby City Council

**Personnel Committee
4 September 2018**

ITEM 11

**Report of the Strategic Director of Corporate
Services**

Professional Derby Manager – Leadership Workshops: Update

SUMMARY

- 1.1 The 2017 Employee Survey and the Corporate Improvement Plan (CIP) both identified the need for an improvement in management and leadership skills and behaviours in the Council.
- 1.2 In February 2018, Organisational Development presented a report to Chief Officer Group that included proposals for a series of short (bitesize) workshops on leadership for managers. This included a requirement that managers attended at least three of the workshops in 2018-19 as part of a continuous professional development approach.
- 1.3 Introductory briefing sessions were held in March, and attended by over 280 managers. There was a positive reaction as there has been little opportunity for leadership development in recent years, except through online offers and e-learning. The workshops create a more blended approach, and the opportunity for managers to share ideas and improve networks.
- 1.4 Fifteen workshops have been developed, to be delivered in-house – see Appendix 2. Some were piloted in July, and a programme of dates has been set, starting in September 2018.
- 1.5 At the same time, there has been a drive to offer qualification leadership development through the Apprenticeship Levy. Over 100 managers have expressed interest so far, from team leader level 3 up to postgraduate level 7 qualifications. We intend to set up our own groups with the University of Derby and the Derby Adult Learning Service, starting this autumn. A separate more detailed report is being presented to Personnel Committee.

RECOMMENDATION

- 2.1 To support the introduction of the leadership workshops.
- 2.2 To support the use of the Apprenticeship Levy to fund the longer term development of Council managers as part of an overall leadership development approach.

REASONS FOR RECOMMENDATION

- 3.1 The move to the Council House and the cut in the Council's budget over a number of years meant that leadership development opportunities have been limited. Although resources are still being reduced, the introduction of the leadership workshops and the creation of the Apprenticeship Levy funding have made it possible to offer our managers a more blended approach – online and classroom based.
- 3.2 We are making more and more demands on our managers, so it is important that we raise the standards of leadership in the Council. Being a manager is a professional role, and we should be developing them accordingly. It is the managers who ultimately improve performance, increase productivity and create a culture of wellbeing and engagement.

SUPPORTING INFORMATION

- 4.1 We have leadership trainers in the Organisational Development Team who are able to deliver short workshops on a wide range of topics. The workshops last between one to two hours.
- 4.2 The workshops are based around key leadership skills that will build leadership capability and help to drive high performance within the Council, supporting the delivery of Council priorities. Over 250 sessions have already been booked.
- 4.3 The Council is required to put aside 0.5% of the Council's salary budget each year for Apprenticeship Levy qualifications. This started in April 2017. We have spent about 10% of the fund so far, which is in line with other private and public organisations nationally. This is a major new initiative, and the Government and large organisations have struggled to make best use of the Levy so far. The high demand and need for leadership qualifications means we should be making use of the Levy in this area.
- 4.4 The University of Derby has already started to deliver Apprenticeship Levy standards, and has the experience and resources to support our needs at Level 5 (Foundation Degree), Level 6 (Chartered Manager Degree) and Level 7 (Masters). We should have enough applicants for the University to set up Council groups at each of these levels, starting in October 2018.
- 4.5 There is also significant demand for the Level 3 standard (Team Leader). The Derby Adult Learning Service is looking at delivering this for Council managers.
- 4.6 The development of leadership capabilities in managers is critical in improving engagement, performance and the health and wellbeing of our employees.

OTHER OPTIONS CONSIDERED

- 5.1 These two options make the best use of the people and financial resources available to the Council.

This report has been approved by the following officers:

Legal officer Financial officer Human Resources officer Estates/Property officer Service Director(s) Other(s)	Diane Sturdy, Organisational Development Manager
For more information contact: Background papers: List of appendices:	Simon Hann 01332 643734 simon.hann@derby.gov.uk None Appendix 1 – Implications Appendix 2 – Leadership Workshops

IMPLICATIONS

Financial and Value for Money

- 1.1 The leadership workshops are being delivered by Organisational Development, so require no additional costs and offer value for money.
- 1.2 The leadership qualifications will be paid for through the Apprenticeship Levy funds.

Legal

- 2.1 The proposals support the Council's governance arrangements.

Personnel

- 3.1 Improvement in leadership will have a beneficial effect on engagement and wellbeing. The Employee Survey identified the need for change.

IT

- 4.1 Not applicable.

Equalities Impact

- 5.1 All employees will benefit from improvements in leadership behaviour.

Health and Safety

- 6.1 Improved leadership skills will support the health and wellbeing of employees and seek to improve attendance within the Council.

Environmental Sustainability

- 7.1 Not applicable.

Property and Asset Management

- 8.1 Not applicable.

Risk Management and Safeguarding

- 9.1 Improved leadership performance will support governance and compliance requirements.
- 9.2 The Corporate Improvement Plan (CIP) requires improvements in leadership, and the proposals support the actions within the CIP.

Corporate objectives and priorities for change

10.1 Modern, flexible and resilient workforce

Leadership Workshops

Appendix 2

Workshop	Description
1. Building Positive Relationships	This workshop is about the skills needed to build positive relationships with your employees, and hopefully avoiding difficult situations. The session helps managers build their communication skills and have effective conversations with their employees whatever the situation. This session should be a priority for all managers who want to get the best out of every employee – so that's everyone. Part of this workshop covers the Performance Coaching course some managers have attended – but there are some new and exciting ideas in this workshop. The Holding Honest Conversations workshop below is a the practical workshop where managers can learn how to manage difficult situations they are currently facing at work.
2. Building Trust	The modern leader needs to earn the trust and respect of their employees. Status and authority no longer gets people 'to do what you want them to do', and won't get people 'to want to do what you want them to do'. There is no one behaviour or style that will magically earn the leader trust and respect. In this workshop you will find out what you can do to become a more trusted leader.
3. Introduction to Change	Did you know that there is a theory of change, and a change curve that plots the steps you go through during a period of significant change? This workshop will introduce you to both, and help you plan for future change and manage your and your team's journey through it. If you aren't familiar with the theory of change, it would help to attend this workshop before attending Coaching for Change.
4. Coaching for Change	It's a universally acknowledged truth that change programmes often fall flat or fail in some way. However, coaching may offer us a new angle to help reverse this trend. In this workshop, we will explore change and coaching for change and what the model can offer managers.
5. Organisational Culture – Ingredients to Maximise Productivity	The workplace has changed dramatically since the modern organisation was first conceived and this transformation has ushered in a whole new variety of cultural values and biases that can either support an organisation or hold it back. Supported by a variety of culture models, managers attending this workshop will identify and discuss their own unique operational culture and how it will influence the success of their next big initiative(s).
6. Emotional	What is Emotional Intelligence (EI) and why does it matter? This short workshop will look at why

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Intelligence	emotions are key to good performance and productivity. It will help managers to identify where they can make changes and how they can raise their levels of Emotional Intelligence when working with employees, members and other stakeholders. Only sign up if you are prepared for some reflection, honesty and self-improvement.
7. Holding Honest Conversations	This is a practical workshop where managers can learn how to manage difficult situations they are currently facing at work. Managers often get nervous when they have to talk with one of their employees about their behaviour or the quality of their work. This workshop aims to equip managers with the confidence to hold that difficult or awkward conversation in an honest way. The conversation could relate to many issues, including conduct, attitude, performance, behaviour, and time-keeping, which all have negative effects on team productivity. (Also see Building Positive Relationships, which is about the communication skills needed to build relationships and get the best out of employees.)
8. Leading Yourself	Before leading others, managers need to understand themselves and how their beliefs influence how they lead. In this workshop managers will learn about the difference between management and leadership, and discover more about their personal preferences in leading others.
9. Making decisions	Managers make hundreds of decisions every day. Some are simple and require minimal thought and time, but a number can be difficult and stretch the limits of the manager's knowledge and experience. This workshop will look at different approaches to solving problems and setting priorities, so managers can make the right decisions more effectively.
10. Managing Individual Performance (MIP)	Performance management and the all-important discussions are crucial in steering the organisation into the right direction whilst also boosting customer satisfaction. As well as setting work based objectives, there is opportunity for the manager to feedback on good and poor performance. This workshop introduces the Managing Individual Performance scheme, explains its importance to the Council and gives a brief insight into the on-line tool.
11. Managing Meetings	How much of your 'working day' do you spend in meetings? The Derby Manager has to lead some meetings and attend many others every day, or do they? Find out how to change the culture of the meetings you attend, and recover hours of your life that you are likely to lose in the future if nothing changes.
12. MoRF	The session is designed to find out more about how to encourage a Modern, Resilient and Flexible

Workshop	Description
	mindset, in yourself and your teams. One of the Council's values is 'Can do' and the workshop will assist with achieving this.
13.Optimising our productivity	We would all like to achieve more, yet sometimes, it just doesn't happen. The session will look at how our minds work and how we can think – and act – more productively. This session is aimed at optimising performance, whether for yourself as an employee or to use when managing and coaching your teams.
14.3Cs – Capability, Conduct and Conflict	Managers will already have an understanding of the policies that support capability, conduct and conflict in the workplace. This bite size session will look at the practical ways of managing employees with capability or conduct issues to improve productivity and performance across the Council. Managers will collaborate with other managers to build confidence and improve people management skills.
15.Using People Performance Data	Managers have access to various performance data. However, data is often seen as operational, process focused and singular, and not predictive. The workshop will be available for any manager who wishes to learn how data can be utilised in a way that could enhance their service. The workshop will also explore options for a 'Manager Dashboard', bringing together various datasets into one place.