**Leadership Development Programme – Detailed Specification**

1. **Background & Organisational Context**

North Somerset Council is experiencing an unprecedented level of change and challenge. This includes year on year reductions in government grant and a shift to reliance on resources generated locally through economic growth. At the same time the expectations of residents continue to increase and the population of the area is both ageing and growing, creating demand pressures across the age spectrum. All this is happening in the context of dramatic technological change, transforming the way in which we communicate, work, learn, shop and do business and local government service provision has to reflect this technical revolution.

We currently employ about 1800 people (non-school employees). Our workforce has reduced by more than 30% in the last five years and is expected to further reduce by 2018. 68% of our workforce is aged 40 plus; our sickness levels are 8.9 days sickness absence per full time equivalent employee and absence due to sickness is increasing. Our employee turnover is currently 12%, which is less than the local government average, but some areas such as Children’s Social Care are experiencing turnover levels in excess of 30% and are relying heavily on Agency Workers to provide services.

The management structure of North Somerset Council can be found within Appendix 8.

We have been accredited with the Investors in People National Standard since 2006, demonstrating ongoing commitment to supporting, leading and developing people.

We are already a highly performing council but we recognise the need to continue to grow and develop the skills, resilience and agility of everyone to ensure we build on our successes.

An annual staff survey has been carried out since 2003. This gives a good indication of staff morale and overall levels of satisfaction working for the council, which is generally high, and provides feedback on areas of concern. An annual action plan is agreed and monitored by our People Strategy Board to address any issues that are raised in the survey.

1. **Our Requirement**

To support our managers through this significant organisational change, the Corporate Management Team have agreed to invest in a comprehensive Leadership Development Programme. The focus of the programme is to support people managers to lead change and to develop new skills.

The programme will be overseen by the council’s People Strategy Board. The objectives and key outcomes of the People Strategy Board are:

• To ensure a productive and skilled workforce that is fully engaged in delivering the council’s vision and priorities

• To ensure staff are actively involved in organisational change

• To ensure the delivery of the people aspects of the transformation programme

• To support managers to develop lean and flexible teams with access to the tools needed to carry out their roles well

• To co-ordinate the annual staff survey.

1. **Leadership Framework**

As a council we emphasise that *how* we do things is just as important as *what* we do. A new Values and Behaviours Framework has been developed to support this aim, setting out the expectations on all staff about how we treat our residents and work colleagues, and how we all go about our work.

There are six sets of behaviours covering:

* Being advocates for change
* Working well together
* Putting people first
* Getting things done
* Acting with integrity and behaving responsibly; and
* **Demonstrating strong leadership**

The proposed leadership development programme is intended to support the “Demonstrating Strong Leadership” set of behaviours, further details of which are provided at Appendix 7.

1. **Overview of the Requirement**

We want the Leadership Development Programme to provide further support to people managers to lead change, provide opportunities to develop new skills and to continue to motivate staff in our transformed business environment.

One of the key actions in our People Strategy is to further develop our organisational culture because we will look, act and feel like a very different organisation by 2018. We will be much smaller, hold more of a commissioning role than direct service delivery, the services we deliver will be digitally enabled and we will rely heavily on partnership working to achieve our priorities.

The latest staff survey results also suggest that we could do more to embed our values across the organisation and one of the aims of the proposed Leadership Development Programme will be to address any gap between our stated values and the perception of staff and others.

We also want the programme to support managers to be confident and competent in the ‘strong leadership’ skills set described in our Behaviours Framework.

1. **Programme Coverage**

It is proposed that delegates on the programme will be predominantly from the Council’s Leadership Delivery Team (LDT) which covers approximately 80 managers from Directors to Team Leaders. The programme will be particularly aimed towards managers of staff, rather than those who are on management grades because of their technical, specialist role with no management responsibility.

The Contractor will be required to provide support to the Leadership Development Programme through three Work Packages:

Work Package 1- Facilitating sessions with the Leadership Delivery Team (circa 80 people) to work together to address organisational wide issues, embed the values of the council through cultural change and bring to life the leadership elements of our behaviours framework.

Work Package 2- Provision of ‘menu’ of learning and development opportunities to support individual managers, with a focus on online resources and support.

Work Package 3- Support to the Corporate Management Team, our most senior managers.

These areas are described in more detail below.

1. **Work Package 1 - embedding values and strong leadership**

We want a core element of the programme which all managers in scope will participate in and which will be focussed on achieving cultural shift and ‘bringing alive’ the values of the organisation. This would probably entail a monthly, half-day meeting of all participants for the duration of the programme, working through core elements of the programme together, with the initial sessions aimed at identifying the gap between the current culture and our aspirational culture; agreeing the mechanisms and actions to close the gap; establishing how managers can embed the organisation’s values and work better together across directorates and services.

The Contractor will be required to:

* Plan the content, approach and pre-work required for these (monthly) sessions
* Provide facilitation on the day to ensure that objectives are achieved
* Agree activities/actions with the group that will be undertaken between sessions
* Provide and manage an overall plan with the group

The council will provide and pay for venues for all meetings and workshops.

Potential delegates from LDT were asked for their views as to what this core element should comprise of and achieve. The following is a sample of their comments:

* Identify and build on effective models for service delivery across functions to deliver organisational change
* Freeing up time/resource to innovate/think ‘off piste’
* One Council approach must allow for innovation as not one size fits all
* Interface between elected members and officers is critical to culture and leadership approach/values
* Meaningful recognition of achievement.
1. **Work Package 2 – individual learning and development modules**

The core element of the Programme will be supported by additional learning and development opportunities provided through a menu of modules (parts of which will be delivered through on-line workshops, e-learning, etc.). Managers will be asked to choose 3 or 4 modules from those available, having agreed the most appropriate modules with their line managers which would most benefit individuals and their service(s).

The proposed modules are:

* Leading and managing change
* Powerful personal leadership
* Leading high performing teams (including addressing poor performance)
* Decisive decision making
* Innovation and creativity in service delivery (including digitalisation)
* Strategic and commercial thinking (including marketing, financial management, procurement)
* Effective influencing and negotiation skills
* Partnership working (including effective working with councillors)
* Project management.

The Contractor will be required to provide relevant content for these modules, offering a blended approach to training delivery, to provide a mechanism/process for managers and line managers to select the most appropriate options. This should also include facilitated support to peer challenge groups, however this could form part of the sessions run in Work Package 1.

Potential delegates from LDT were also asked what they would like the learning outcomes from each module to be and the following is a sample of their comments:

* Leading and managing change - identify barriers to change and develop strategies to overcome them; understand change management theory and how to help others in team to take the change journey; examples from other unitary authorities and business activities that are models – what works, where and why.
* Powerful personal leadership - when does powerful leadership stop and bullying/harassment start? Understanding of strengths and weaknesses to understand how to take people with you; managers need to be encouraged to take risks.
* Leading high performing teams - understand how to motivate staff, efficiencies of effort, celebrate success; outcome focussed leadership not about outputs; understanding what ‘high performing’ looks like.
* Decisive decision making - Explore the role of risk in decision making and how to assess/mitigate, be brave! Sometimes you are the only one that is right;
* Innovation and creativity in service delivery - balance between rules to reduce duplication of costs/systems and the freedom to innovate
* Can we create project teams within mix of skills to promote innovation – “Adhocracy.”
* Strategic and commercial thinking - management of competing demands – operational vs strategic; return on investment – “making the case”.
* Effective influencing and negotiation skills - techniques for negotiating, when to concede and when to dig in; assertiveness without dominating; revise strategies that are known to be effective.
* Partnership working - develop strong contract management skills and commercial acumen; how to define (before we start the work) what may be achieved and how to assess this – tools for planning/ ideas assessment; influencing ‘upstream’ to leaders in CMT/elective leads.
* Project management - how to balance record keeping and recording with delivery, the ‘red tape’ challenge.
1. **Work Package 3 – Corporate Management Team (CMT) support**

The Contractor will be required to work directly with CMT over the 18 month period of the programme. The specific learning outcomes and scope of the CMT support to be jointly agreed by CMT and the Contractor. The resource required from the Contractor will be charged on a per half-day session basis and is expected to be around 10 half-days.

1. **Timescales**

The work is expected to start in June 2016 and will last for approximately 18 months. This period may be extended or shortened by mutual consent.

1. **Measuring success**

To ensure that the impact of the programme can be quantified, it is suggested that each participant complete a competency assessment before and after completion of the programme. This will also help managers to identify their areas for development and inform their module choice.

The learning from the programme will be also be embedded throughout the organisation through small cross directorate groups meeting regularly and working collectively to address organisational issues, with appropriate peer challenge.

The programme is expected to have a demonstrable positive impact on delivery of our transformation programme.

Specific success criteria must be agreed with the managers group as part of the first workshop session. These criteria should reflect the following outcomes which the council expects the Contractor to work with us to deliver:

* Staff are engaged and proud to work for the council
* Service managers have the right skills to deliver outstanding services through good people management
* Staff believe that change is managed well
* Performance is managed well
* Cultural shift.
1. **Governance and Contract Management**

Overall direction, guidance and key decisions will be provided by the People Strategy Board, which meets monthly. The Contractor will be expected to attend these meetings on an ad-hoc basis.

Day to day management of the contract will be provided by Paul Morris, Head of Performance Improvement and HR.

**12. Costs and Charging**

The Contractor is requested to provide estimated resource levels for each of the Work Packages, together with hourly and daily rates for proposed staff.

Due to the need to maintain flexibility in what will be an evolving programme, the contract will operate broadly on a Time and Materials basis, subject to the following:

- Hourly and Daily Rates for Contractor Staff will be fixed for the period of the contract.

- The Contractor and the Council’s Contract Manager will agree, on a monthly basis, the activities to be undertaken by the Contractor during the following month. This will include the number of days/hours work required. Any changes must be agreed in advance.

- The Council will pay for the work agreed using the contract rates set out in the completed pricing schedule.

- Costs for Work Package B options will be a fixed price per module. Any development costs for Work Package B must be included in the cost for each module.

- Costs for Work Package C will be at the contract rates set out in the completed pricing schedule.

- All administration and materials costs should be included as an all-inclusive cost.

- Additional Travel and Subsistence costs will not be paid.

**Demonstrating strong leadership:** The council needs managers who will direct, develop and support their teams. Managers are required to demonstrate effective leadership qualities in line with the leadership standards. They should manage and motivate their teams to achieve the council’s objectives while enabling staff members to reach their individual potential.

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|  | **What it is not:****Level 0: Unsatisfactory** | **What it is:Level 1: Satisfactory** | **What it is:Level 2: Good**  | **What it is:Level 3: Excellent** |
| **Change management** | Tolerating lack of commitment towards change. Accepting low level performance and effectiveness of staff and processes | Being open and willing to explore new ideas and ways of working. Identifying and addressing poor performance with individuals and teams | Providing support to other managers as a change role model. Managing change initiatives and taking steps to prevent underperformance | Creating an environment and culture that encourages innovation, change and continuous improvement  |
| **Performance management** | Not setting clear expectations, objectives or standards of performance | Clarifying individual roles and responsibilities, setting clear standards, measuring performance and regularly reviewing the team’s workloads | Providing a strong sense of direction, evaluating performance to inform improvements | Creating a clear vision, strategies and standards which provide realisticlong-term objectives and targets |
|  | Failing to acknowledge the potential of other people or groups | Encouraging others to try new ways of approaching tasks | Encouraging others to take on new challenges to develop their skills. Providing support, and constructive feedback at the appropriate time | Developing a mix of skills, experience and knowledge within teams to achieve the best results. The value of training and development is recognised and embedded within the culture of the team |
| **Leadership style****Leadership style (contd)** | Being inflexible in the way teams are led and managed. Not leading by example | Adapting leadership style to fit the individual or situation. Can be seen in the ‘trenches’ assisting the team when demand requires | Leading by example, showing enthusiasm and creativity and inspiring a positive attitude and a strong desire to succeed in others | Creating a culture that encourages flexibility and positive attitudes. Being widely respected for commitment and work ethic, building partnerships, values diversity and striving to ensure individuals are treated fairly and respectfully |
| Showing panic, outwardly lacking confidence, creating stress within the team and intimidating others. Giving in when problems arise or when challenged | Being calm, assertive and controlled, particularly in challenging situations. Managing setbacks and providing reassurance to the team | Showing confidence, reassuring and helping others to be resilient. Seeking solutions to overcome all problems encountered. Keeping the team calm and helping them to manage their own stress levels in challenging situations | Being outwardly recognised as a calm and assured leader. Creating and sustaining a working environment where staff are skilled to face and overcome problems |
| **Communication** | Failing to communicate the vision, values and expectations of the team resulting in different goals being worked too | Effectively communicating what is required by the team to ensure the same goals are being worked towards | Being continually aware of how changes in policy and strategy will impact on areas of responsibility and communicating these changes at the appropriate time | Using innovative methods to communicate information and ensuring teams fully understand how their roles sit within the wider vision and objectives particularly in a change environment |
| **Judgement** | Making hasty or poorly judged decisions that don’t take account of short or long-term objectives. Lacking direction and getting hung up on the unimportant issues | Staying focused on the big picture. Gathering sufficient and relevant information to make fair and consistent decisions.  | Taking decisive action, even when information is incomplete or guidelines are broad. Showing creativity when assessing and choosing options and knowing when to use the knowledge/experience within the team to aid accurate decision making | Woking with stakeholders when making complex and long-term strategic decisions. Developing a cohesive approach to service delivery with the right mix of skills and knowledge |
| **Skills and knowledge** | Lacking commercial awareness resulting in lost opportunities to deliver better value for money | Being commercially aware and working to deliver better value for money | Spotting commercial opportunities to deliver better value for money. Using analysis to make business decisions | Being innovative and entrepreneurial in approach to developing commercial opportunities. Developing a value for money culture in the team |
| Lacking knowledge of the council’s approach to working with customers and communities | Developing knowledge to understand who the customers are and what they need | Applying knowledge gained to engage and understand the views of customers and communities and using these to improve processes | Encouraging innovative ways of engaging and consulting with customers and communities  |