

Report for: Staffing & Remuneration Committee

Item number: 8

Title: Leadership and Management Development

Report Authorised by: Richard Grice
Interim Director for Transformation & Resources

Lead Officer: Daksha Desai
Head of Workforce Programme

Ward(s) affected: N/A

Report for Key/Non Key Decisions: N/A

1. Describe the issue under consideration

The purpose of this report is to share with Committee members an outline of the proposed plans for developing our current and aspiring managers and leaders.

2. Cabinet Member Introduction

Not applicable.

3. Recommendations

The Report is for information and for the Committee to note.

4. Reason for Decision

Not applicable.

5. Alternative Options Considered

Not applicable.

6. Background information

- 6.1. The Workforce Plan was published in January 2015, and shows how we intend to create an agile workforce that can help achieve the goals set out in the Corporate Plan. A workforce that is skilled for the future, diverse, motivated and engaged to deliver for the people of Haringey.
- 6.2. Haringey Managers play a key role in helping to deliver a successful Corporate Plan. The role of managers in local government at all levels continues to change, as we become smaller and flatter and more engaged with partners as well as council staff, the manager's role is expanding and the people they manager are diverse, multidisciplinary and geographically dispersed.
- 6.3. A detailed review was carried out in 2015 at Head of Service (tier three) level with the goal of creating a strong tier of managers who operationally can deliver the corporate priorities and culture change. The process included a package of support measures such

- as workshops, 360-degree feedback and culminated in new role profiles for all Heads of Service, which included corporate and service accountabilities.
- 6.4. Our management development offer is now being expanded to apply to a broader audience, rather than focus specifically on the next tier of managers. The development offer is a combination of training and an array of support tools for the different phases of an employee's management career. In developing this offer a number of focus groups were held with current managers and the findings from them informed the broader offer and specifically the following:
- 6.4.1. Leadership Qualities Framework – this framework has now been updated to provide competency descriptors for all layers of management from a Corporate Director to a Team Leader. These descriptions can be used to help design consistent job descriptions, during recruitment and selection and for performance management.
 - 6.4.2. Management Deal – this is a set of statements which underpin our organisation values and state simply what great managers need to do every day and, as it is a deal, what staff need to do in return.
 - 6.4.3. Train the Trainer programme – two of the development programmes include a 'train the trainer' component which will up-skill some of our own staff to be trainers so that they are able to deliver those training programmes in future.
 - 6.4.4. Management Qualifications – opportunity to gain formal management qualifications at varying levels depending on individual.
- 6.5. The overall package is not a generic offer, in that the design has taken on board our own employee profile and input from staff. It also seeks to capitalise on the opportunities afforded through the changes in apprenticeships, whereby it is now possible to support existing staff to take up apprenticeship qualifications without changes to their pay and conditions of employment. Access to these development opportunities will vary, depending on the particular programme or offer of support and in some cases will be limited in availability, such as sponsorship to complete a management degree following an application and selection process..
- 6.6. Appendix A is a slide deck which provides more detail of the planned development offer and will be used at the committee meeting to present this report.

7. Contribution to strategic outcomes

Developing the capacity and capability of our workforce and in particular managers to be effective leaders is part of the Council's Workforce Plan which supports delivery of the Corporate Plan.

8. Statutory Officers' comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities

9. Chief Finance Officer

The training programmes listed in this report will be funded through a range of funding streams.

These include the current corporate training budget held within the services budget.

In addition, our Apprenticeship Levy contributions held in our apprenticeship digital account will be used to fund the graduate programme and all management qualifications.

This is limited to available funding in our apprenticeship account and subject to approval from a panel.

The total cost for the management development will be ascertained through tender processes at different points in the year for each programme, this will be based on available funding.

The schemes within this report includes a “train the trainer” programme. It is envisaged that some of future cost for the high value training programmes will be partly be in-house with minimum cost.

10. Assistant Director of Corporate Governance

There are no legal implications arising from the report.

11. Use of Appendices

Appendix 1: Leadership and Management Development

12. Local Government (Access to Information) Act 1985