

EMPLOYMENT COMMITTEE – 30 JUNE 2011**LEADING FOR HIGH PERFORMANCE****REPORT OF THE DIRECTOR OF CORPORATE RESOURCES****Purpose of Report**

1. The purpose of this report is to update the Employment Committee regarding the Leading for High Performance development programme for senior managers.

Background

2. A paper presented to Employment Committee on the 9 September 2010 set out a strengthened service planning and performance management approach, which was underpinned by the 'Leading for High Performance' development programme senior managers.
3. The Leading for High Performance approach and programme was approved by Employment Committee, Corporate Management Team and the People Strategy Board, and led by a steering group with senior management representation from across the Council.
4. The focus of the programme was to underpin the strengthened service planning and performance management approach, providing an environment where senior managers could think, learn and take action together, so that they could transform the way they lead to respond effectively to the dramatically changing environment.
5. The following four key outcomes were expected from the programme:-
 - (a) A common understanding of how senior managers will lead for high performance in our changing context.
 - (b) Individual senior managers taking action to change the way they work, leading creatively to transform the way they deliver great quality services.
 - (c) Senior managers have experienced the culture of support, challenge and stimulation that is needed to respond well to challenges and changes in the context.
 - (d) There is greater unity amongst senior managers as well as a sense of shared commitment to delivering sustainably high performance and to work with others to achieve it.

Leading for High Performance Programme

6. The Leading for High Performance programme combined different stages and methods of development to make the most effective use of senior managers time, knowledge, skills and experience. The first stage aimed to introduce managers to the programme with pre-reading, and a paired conversation with another senior manager, about leading for high performance.
7. This was followed by five development days over a period of nine months, focusing upon styles of leadership, leading across boundaries, influencing, strategic thinking, a particular focus upon partnerships, and the challenges currently facing senior managers, etc.
8. Senior managers also engaged in support and challenge groups, with the aim of providing a forum in which to find solutions to the issues and dilemmas they face. This element of the programme was highly valued by senior managers, with many groups seeking to continue to meet and use this as a method of support and challenge to their leadership even though this first phase of the programme is now completed.
9. Key to the whole programme and approach has been the emerging leadership behaviours and culture required by senior managers to take the Council forward (Appendix A). The behaviours and culture have been developed with the senior management group participating, reflecting the emerging leadership challenges currently facing the Council.
10. The final forum in May particularly focused upon these leadership behaviours and culture, with the Corporate Management Team taking a significant role in the ownership and delivery of the forum. Again this element of the programme and the direction set by the Corporate Management Team was highly valued, clearly setting out the context for senior managers in leading for high performance.

Next steps

11. This first phase of the programme has now come to end. However, it is important to note that this is not the end of the approach, just the end of this first phase. The leadership behaviours and culture required to lead high performance in the Council will continue, with Corporate Management Team now taking the lead.
12. The Steering Group will continue to operate as directed under the leadership of the Corporate Management Team, as set out above. Membership of the steering group will change to reflect the stage of work being undertaken, and to ensure the group is representative of the workforce and managers being supported by the programme.
13. The current management competencies, role of the Leicestershire Manager and supporting policies and programmes will be reviewed in line with the emerging leadership behaviours and culture, if required. Further work on the behaviours and culture will take place over the coming months, and this will set the agenda for the future.

14. The next phase of the leading for high performance programme will also be set over the coming months, with the aim of using the senior managers who have been through this first phase of the programme to support the approach moving forward.

Recommendation

15. The Employment Committee is requested to note the content of the report and support the continuation of the Leading for High Performance approach.

Background Papers

16. People Strategy Reports to Employment Committee on 24 October 2008 and 29 February 2009, and the Leading for High Performance Report on 9 September 2010.

Circulation under the Local Issues Alert Procedures

None.

Officer to Contact

Jennifer Penfold, Corporate Learning and Development Manager

Tel: 0116 305 5615

Email jennifer.penfold@leics.gov.uk

Equal Opportunities Implications

There are no equality issues arising from this development.