

EMPLOYMENT COMMITTEE – 14 JUNE 2012**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 continued Leading for High Performance (LfHP) approach, including stage 2 and the development programme for managers and staff at grades 13 and 14.

Background

2. Papers have been presented to Employment Committee on the 9 September 2010 and the 30 June 2011 setting out a strengthened service planning and performance management approach, which is underpinned by the LfHP development programme and approach.

Leading for High Performance

3. LfHP was approved by Employment Committee, the Council's Corporate Management Team and the People Strategy Board, and has been developed and supported by a steering group with senior management representation from across the Council.
4. Stage 1 involved senior managers grade 15 and above and it focused upon the key areas of leadership and leading within a complex, challenging and rapidly changing environment; the impact of robust and dominant partnerships; strategic thinking; negotiation; and developing the leadership culture required in senior managers to take the Council forward.
5. A key outcome of the whole programme and approach has been the creation of the four leadership priorities and culture required by senior managers, which were developed within the first stage of the programme. These leadership priorities for managers are:
 - Influence and shape the environment in which we operate to achieve high quality outcomes for the people of Leicestershire.
 - Connect with customers and localities through listening, dialogue and understanding communities' needs.

- Build powerful relationships across stakeholders, peers and partners creating open and transparent relationships based on trust.
- Lead and deliver sustainable, collective high performance, through inspirational leadership, setting clear priorities and a strong approach to performance management.

Next steps

6. Agreed by Corporate Management Team and the LfHP Steering Group, stage 2 of the development programme will commence in June 2012 for all managers and staff at grades 13 and 14, with an appropriately adapted version of stage 1 being delivered.
7. The programme will be delivered in the equivalent of 3.5 days, over an 8 month period, through a various range of methods such as 2 hour sessions, half day master classes, and one day training. This design has been chosen in order to make the most effective use of the grade 13 and 14's time as a key resource. A high level outline programme is attached as an appendix to this report.
8. Those attending the programme will be placed into cross departmental groups. This will support the sharing of knowledge and learning across departments, addressing silo working, and supporting those attending to develop a broader understanding of the Council and their role in supporting the achievement of the Council's priorities.
9. The numbers for the programme, from each department and within each group are:

	Group 1	Group 2	Group 3	Group 4	Total (Depts)
A&C	13	11	12	10	46
Chief Executives	18	20	12	17	67
Public Health	2	2	2	0	6
Corporate Resources	19	17	20	21	77
CYPS	23	20	21	19	83
E&T	9	10	12	13	44
ESPO	4	5	4	4	17
Total group	88	85	83	84	

10. Stage 2 of the programme will focus upon implementing the four leadership priorities set out above and, similar to stage 1, it will also focus upon developing leadership knowledge and skills in key areas such as strategic thinking, negotiated leadership, leadership of tame and wicked issues, and the impact of robust and dominant partnerships.
11. Stage 2 will seek to foster a consistent approach to both the leadership and culture required to take the Council forward, as well as clarified and consistent

approach for those at grade 13 and 14 to performance management and leading high performance.

12. The expertise and skills of senior manager's grade 15 and above who attended the first stage of the programme will be utilised, with the senior managers engaging in coaching and supporting the grade 13 and 14 staff attending stage 2.
13. In addition to this, a small number of senior managers will also be engaged by contributing to the two hour sessions, therefore further embedding the leadership priorities and behaviours needed to support Leicestershire County Council, whilst also reducing delivery costs.
14. In preparation for stage 2, managers and staff grade 13 and 14 have been invited to a drop in session, where they can gain further information and discuss the requirements of the programme and of themselves as attendees. Six sessions have been held, with approximately 200 managers and staff attending. Feedback has been very positive.
15. Ongoing feedback and monitoring will take place throughout the programme. In addition to this, a formal impact evaluation will take place, the outcome of which will be shared with the LfHP Steering Group, Corporate Management Team, and Employment Committee, in April 2013.

Recommendation

16. The Committee is asked to note the content of the report and support the:
 - (a) Continuation of the Leading for High Performance approach;
 - (b) Delivery of stage 2 to managers and staff grade 13 and 14;
 - (c) Evaluation of the outcomes achieved in April 2013.

Background Papers

17. People Strategy Reports to Employment Committee on 24 October 2008 and 29 February 2009, and the Leading for High Performance Report on 9th September 2010, and 30th June 2011.

Circulation under the Local Issues Alert Procedures

18. None.

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Equal Opportunities Implications

19. There are no equality issues arising from this development.