

EMPLOYMENT MATTERS COMMITTEE

4 MARCH 2009

LEADERSHIP UPDATE

Report from/Author: Tricia Palmer, Assistant Director Organisational Services

Summary

To present Members with a report on actions to support embedding the leadership values and emerging organisational culture.

1. Budget and Policy Framework

- 1.1 It is within the committee's terms of reference to make recommendations on matters relating to leadership development, and it is requested that Members review the information outlined below.

2. Background

- 2.1 As part of the work programme for the committee it was agreed that the Assistant Director, Organisational Services would present a report updating the committee on key actions undertaken to develop the council's leadership and organisational culture.

3. Options

- 3.1 In June 2008 CMT agreed to embark on a programme of leadership and culture change. This was based around articulating a set of core values in relation to the organisational culture as well as establishing a set of core requirements. CMT endorsed the core values and requirements and agreed as set of actions to move this forward. These actions are detailed in appendix 1. This report gives an update on progress against agreed activities and proposals for next steps.

4. Advice and analysis

- 4.1 The core values for all leaders in the organisation have been agreed by senior management to be:
- Trust and integrity
 - Loyalty and pride
 - Empowering change

- Motivation
- Fair and caring employer
- Accountability
- Cohesion
- Energetic/focus
- Creative and innovative
- Consistent and transparent approach.

4.2 The core requirements for Directors, Assistant Directors and Service Managers are:

- Service planning
- Risk management, including health and safety, and diversity impact assessments
- Budget management
- Employee management, including PDRs, team meetings and feedback mechanisms
- Performance management – both of the service and the employees.

These are the basic requirements we would expect from any manager and complement the leadership competencies which are more comprehensive.

5. Consultation

5.1 Discussions on the implementation of this action plan will continue to take place with key stakeholders including Disabled Workers Forum, the Black Workers Forum, the Equal Opportunities and Access Core Value Working Group and Trades Unions.

6. Financial and legal implications

6.1 All financial implications will be met using existing resources.

6.2 The legal implications of the recommendations sit within the existing legal requirements of equalities legislation.

7. Recommendation

7.1 That Members note the progress and support the proposed action plan.

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Background papers:

None.

Embedding core values and requirements into Medway Council leadership culture

Key actions

1. Communications

Progress	When	Lead	Impact/messages	Resources
A monthly newsletter – Headlines – is made available to all employees. Those without electronic access can have sight of the newsletter in hard copy at their work place. This has been well received.	In place	AD Organisational Services	A positive attitude to internal communication is a priority for Medway Council and features as an expectation for all staff	Staff time
A hotline has been set up for staff and questions are guaranteed to be answered within 5 days.	In place	AD Organisational Services	Medway Council provides a mechanism for staff to raise queries relating to the work of the council, their experiences as employees and to make suggestions	Staff Time
The Chief Executive has an open door policy and has hosted informal discussions with a number of managers	In place	Chief Executive	Medway Council actively promotes an open and transparent dialogue with senior managers and the CEX has a high level of visibility	Staff time
An employee communications steering group has been set up to review the communications methods and the issues raised by staff. It also considers new HR policies. The membership of the group has been expanded to include the chair of the sports and social club and representatives from the DWF and BWF.	In place	AD Organisational Services	A positive attitude to internal communication is a priority for Medway Council and features as an expectation for all staff	Staff time

2. Core requirements

Progress	When	Lead	Impact/messages	Resources
The core requirements were launched at EMT in June 2008 and agreement was made to embed these into the work plans of service managers	In place	Chief Executive/ AD Organisational Services	Medway Council makes clear its expectations regarding the role of managers in applying its core business procedures	Staff time
Discussions have been held with ADs about some of the procedural aspects of these core requirements. Work has subsequently been done to simplify the PDR processes to make this more efficient and effective	In place	AD Organisational Services	Medway Council engages with managers to develop its core business processes and supports managers to deliver these in a positively and consistent manner	Staff time

Progress	When	Lead	Impact/messages	Resources
The leadership competencies have been rewritten to include the emphasis on the core requirements and have been simplified to take account of comments on their complexities	In place	AD Organisational Services	Medway Council actively promotes a positive culture of managing performance at all stages from induction, during day to day working, using regular feedback mechanisms including the PDR process	Staff time

3. Management Training

Progress	When	Lead	Impact/messages	Resources
The Welcome to Medway Council event has been modified to allow for separate information for managers, including managerial workshops where the core requirements are discussed	In place	Head of Organisational Development	Medway Council provides support and guidance to its managers at the earliest possible opportunity and makes clear the expectations it has.	Staff time
Support for managers around the core requirements continues to be available through details in manager induction packs, workshops, e-learning, 1:1 support and training courses	In place	Head of Organisational Development	Medway Council provides support and guidance to its managers at the earliest possible opportunity and makes clear the expectations it has.	Corporate Training Budget
The Medway Leadership Competency Scheme has been accredited for an MA with Canterbury Christ Church University	In place	Head of Organisational Development	Medway Council provides a recognised qualification route for senior managers based on our own competency profile	Corporate Training Budget

4. Next steps and proposals

Proposals	When	Lead	Impact/messages	Resources
<p>Core Requirements:</p> <p>IIP internal review processes to be developed to provide evidence and promote the use of the core requirements</p>	From March 2009	Head of Organisational Development	<p>Medway Council takes seriously the deployment of its core business processes and seeks opportunities to identify and share best practice, internally and externally.</p> <p>Medway Council is a learning organisation that recognises best practice and provides opportunities to share effective approaches across teams</p>	Staff time

Proposals	When	Lead	Impact/messages	Resources
<p>Management Training:</p> <p>New programmes are being commissioned to support managers to develop their skills of setting targets, giving feedback, monitoring progress, identifying learning needs, developing people's performance, dealing with complex situations and managing diversity.</p> <p>Health and Safety Training for managers to be completely revamped to reflect the internal policies and external drivers from the HSE.</p> <p>The CMS/DMS is being redesigned to give more emphasis to the needs of managers across various levels in Medway Council.</p> <p>Medway Council will pilot the new VRQ (Vocationally Related Qualification) for managers at team leader level. This new qualification is based on taught modules, collecting work based evidence and project work.</p> <p>Possible development of a public sector PHD for senior managers is being discussed with the University of Kent</p>	From March 2009	<p>Head of Organisational Development</p> <p>Health and Safety Manager</p> <p>Head of Organisational Development</p> <p>Head of Organisational Development</p> <p>Head of Organisational Development</p>	<p>Medway Council provides support and guidance to its managers at the earliest possible opportunity and makes clear the expectations it has</p> <p>Medway Council provides support and guidance to its managers in fulfilling their roles and responsibilities for Health and Safety.</p> <p>Medway Council provides a recognised qualification route for middle managers based on our own competency profile.</p> <p>Medway Council provides a recognised qualification route for middle managers based on our own competency profile.</p> <p>Medway Council provides a recognised qualification route for senior managers based on our own competency profile</p>	<p>Corporate Training Budget</p> <p>Corporate Training Budget</p> <p>Corporate Training Budget</p> <p>Corporate Training Budget</p> <p>Corporate Training Budget</p>