

Report

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| Report to: | Employee Issues Forum |
| Date of Meeting: | 17 September 2019 |
| Report by: | Executive Director (Finance and Corporate Resources) |

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| Subject: | Management and Leadership Development |
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1. Purpose of Report

1.1. The purpose of this report is to:-

- ◆ outline the revised approach to Management and Leadership Development

2. Recommendation(s)

2.1. The Forum is asked to approve the following recommendation(s):-

- (1) that the content of the report be noted.

3. Background

3.1. Previously the Chartered Management Institute (CMI) accredited the Council's Practical Supervision and Front Line Manager Development Programmes at level 2 and 3 respectively. These qualifications have been withdrawn and replaced by the CMI.

4. New Management and Leadership Development Approach

4.1. The Council's new Management and Leadership Development Approach will introduce three levels of supervisory/management/leadership development within the organisation, which can be undertaken as accredited or non-accredited learning. These are:-

- ◆ **Ambition (entry level)** Accredited at CMI Level 3 Award and Certificate in Principles of Management and Leadership. Appropriate for employees who are supervising small teams
- ◆ **Consolidation (practising managers)** Accredited at CMI Level 3 Award and Certificate in Principles of Management and Leadership. Appropriate for employees who are recently appointed, practising managers or team leaders
- ◆ **Development (senior managers)** Accredited at CMI Level 5 Award and Certificate in Management and Leadership. Appropriate for new and existing senior managers or managers who have specific development needs identified via Performance Appraisal

4.2. Learning interventions for each of these levels will be offered as stand-alone modules and delivered using a blended learning approach. This will include use of webinars and Learn on Line, as well as internally and externally delivered classroom modules. This modular methodology will allow a "pick and mix" approach including

an optional, accredited CMI qualification. Managers and employees will be able to identify learning and development which is appropriate to their role, skills and experience. It also widens the opportunities within the Council for employees to experience management and leadership interventions.

- 4.3. To complete any of the CMI qualifications candidates will be required to complete one piece of core learning, some additional guided learning hours identified by CMI and an associated assignment. A tutor from within the Learning and Development team will be allocated to provide support to the candidates.
 - 4.4. Feedback from previous participants on our management and leadership activities demonstrated that whilst the accredited route was valued by some employees, others preferred the learning experiences without the requirement to submit assignments.
 - 4.5. The proposed learner-focussed approach is consistent with the requirements of Investors in People (IIP) (Generation6) within which organisations are required to provide a development pathway throughout all strands of management and leadership.
 - 4.6. The new Management and Leadership Development approach meets the organisational needs, reflects the Council's Behaviours Framework and also provides an opportunity for employees at all levels, to access optional, accredited qualifications.
- 5. Employee Implications**
- 5.1. There are no employee implications as a consequence of the proposed approach within this report.
- 6. Financial Implications**
- 6.1. All financial implications are met within existing agreed budgets.
- 7. Other Implications**
- 7.1. There are no implications for sustainability or risk in terms of the information contained within this report.
- 8. Equality Impact Assessment and Consultation Arrangements**
- 8.1. The new approach does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy and therefore no impact assessment is required.
 - 8.2. Executive Directors are supportive of the methodology identified and are considering the relevant cohorts of employees who they consider would benefit from this approach.

Paul Manning
Executive Director (Finance and Corporate Resources)

16 August 2019

Link(s) to Council Values/Ambitions/Objectives

- ◆ Focused on people and their needs
- ◆ Excellent employer

Previous References

- ◆ None

List of Background Papers

- ◆ None

Contact for further Information

If you would like to inspect the background papers or want further information, please contact:-

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