

CHORLEY PUBLIC SERVICE REFORM EXECUTIVE SYSTEMS LEADERSHIP AND, CULTURE AND WORKFORCE – DISCUSSION PAPER

This paper looks to outline options in relation to two, of the three, three- year overarching work streams: Systems Leadership and Culture and Workforce. Following initial investigations, the paper outlines a number of potential methods along with broad timescales and indicative costings for the consideration of the Executive.

Members of the Executive are asked to review the proposed approach and provide feedback on composition of the framework to enable the programme office to complete more detailed planning and arrangements.

APPROACH

It is proposed that a flexible development framework be created in consultation with, and signed off by the Executive. The framework should be shaped by the Executive and allow plans to evolve and emerge as the programme progresses, to facilitate the learning and development requirements of the partnership. There will be a range of defined activities for year one with a focus on developing the Executive both individually and collectively as collaborative leaders of new public service delivery models. Year 1 activity will also incorporate work to shape the value and behaviours required of public service organisations in Chorley, establishing foundations for the progression of the Culture and Workforce work stream in future years.

An example framework is included at Appendix A

METHODS

The framework could utilise a range of methods and formats delivered by one or a number of providers. Providers consulted as part of initial investigations were North West Employers and Greengage Consulting, both of whom have significant experience of working with senior leaders on similar programmes. Methods include:

Method	Description
Group diagnostic exercise	Initial one to one meetings with members to establish strengths, weaknesses and expectations with feedback report to shape recommendations
Team coaching	Team coaching differs from traditional team building in that the whole group is involved in setting the agenda for team coaching as an ongoing flexible process rather than a one off event to work at a deeper level with the group in order to help achieve more challenging goals
Facilitated development sessions	One hour or half day facilitated sessions on a number of core modules including leadership, communications and innovation – see appendix B



Values and behaviours	A dedicated session on values and behaviours for either the Executive or the Executive and Implementation Group as a team. This would include support to develop a road map for dissemination through organisational structures in years 2 and 3.
Shared learning events	Programme of events over the year to explore ideas and provide supportive challenge to work through specific issues including learning from Greater Manchester Combined Authority work, wider reform agenda, HR/workforce implications and risk management
Executive coaching	In addition to a wider programme, individual coaching may offer the time and space through individual challenges in the wider reform context with fully qualified coaches
Team building activity	Specifically for the Implementation Group – half or one day programme to work strengths and behaviours around effective multi-disciplinary working, effective communication and measuring success.

DESIRED OUTCOMES

- The Executive will have an agreed approach, and common language, for highly effective strategic thinking and problem-solving ('breakthrough thinking') that is focussed on outcomes and results, identifies and addresses barriers to effectiveness and drives systematic prioritisation of activities; and can be applied to challenges and opportunities as they arise for the Executive.
- There will be a clear understanding of the Executive's strengths and weaknesses as a unit.
- The Executive will have approaches and techniques that will allow them to have difficult and challenging conversations in ways that build openness and trust and lead to breakthroughs and results; with differences being resolved positively and a united front presented to supporting partner organisations.
- The Executive will have an agreed approach to engaging colleagues, service users and the general public in change; thereby creating 'buy-in' and utilising the vast pool of experience, knowledge, talent and energy within local communities and in partner organisations.
- The Executive will have a clear and concise statement of 'values and behaviours' that will form the basis of the culture of the reform process, and will have developed a plan for engaging their organisations in disseminating and realising the values and behaviours.
- The Executive will have an agreed approach to the reimagining and redesigning important services and will have tools to allow them to increase the pace and variety of ideas generation, help identify and develop the best service models (with emphasis on effective partnership working) and to seed a culture of multi-agency innovation.



Timescales

The work streams are to be delivered over a 3 year period with the year 1 programme aiming to commence activity from October 2015.

The framework should recognise the time commitment required from members of the Executive along with the need to maintain the core business of the Executive meeting. Sessions could form part of the monthly Executive meeting with an hour dedicated to development, additional workshop sessions outside of the meeting, 1-2-1 or small group meeting at the place of work or more virtual sessions and exercises.

Indicative Costs

Costs vary depending on the level and intensity of support and range from £475 - £1100 per half day. Costs for the example framework provided at Appendix A.

RECOMMENDATION

Members of the Executive are asked to review the proposed approach and provide feedback on composition of the framework including budget, to enable the programme office to complete more detailed planning and arrangements.



Appendix A – Example development framework

Element	Objective	Group	Timescale
YEAR 1			
1 st facilitated development session	Understand group strengths and weaknesses. Recommendations to improve collaboration and effectiveness.	Executive	October 2015 – 1.5 hour session attached to the Executive meeting or at another time
Shared learning session/ peer review	Look at other programmes to address issues/refine approach	Executive	November 2015
2 nd facilitated development session – values systems	Establish values and behaviours. Roadmap for dissemination	Executive	February 2016
Shared learning session/ peer review	Benchmark comparison or critical review	Executive	March 2016
Implementation Group team build	Intensive session to build relationships and promote productivity	Implementation Group	October 2015
COACHING (1-2-1 basis)			
Executive Coaching	Individual reflection/challenge	Executive	October – March 2016
Implementation Group Coaching	Individual reflection/challenge	Implementation Group	October – March 2016
YEAR 2 enhancement			
Leadership development with the Implementation Group – consider joint session with the Executive to disseminate learning			
Issue specific sessions e.g. HR, governance models, risk management			

An estimated budget for the above programme would be between £5000 and £10,000 depending on whether coaching is included (approx. £300 per session) and ability to access speakers for neutral cost; taking into account VAT and expenses.



Appendix B – Proposed development modules

Module	Content
1. Leadership Insights	Understanding how to spot and change the underlying narratives that drive habitual behaviour to that individuals can become insightful leaders and coaches of their teams, empowering those around them and making a step-change in interpersonal skills.
2. Breakthrough Thinking	Learning how to think strategically and how to create a compelling and inspiring strategic narrative for any project or desired breakthrough.
3. Engaging Colleagues	Learning how to gain the trust and buy-in of any group of colleagues, service users and the general public whose support is needed to make significant change happen.
4. Do the Must-Dos	Understanding practical ways to prioritise tasks and time and to create an environment where people focus and follow through so that what has been agreed happens.
5. Innovation Excellence	Developing the skills and confidence to reimagine and redesign important services; meeting head on the challenges in rising expectations of service delivery.
6. Authentic Communications	Developing the skills to have the difficult or challenging conversations in ways that build trust and lead to a breakthrough.

