

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE**

DATE: **16TH MAY 2013**

REPORT BY: **HEAD OF HUMAN RESOURCES & ORGANISATION DEVELOPMENT**

SUBJECT: **MANAGEMENT & LEADERSHIP DEVELOPMENT PROGRAMMES**

1.00 PURPOSE OF REPORT

- 1.01 To provide an overview of Flintshire County Council's current Management Development framework delivered in partnership with Deeside College.
- 1.02 To highlight the success of the programme.
- 1.03 To gain Member commitment for further development.

2.00 BACKGROUND

- 2.01 Flintshire County Council's Corporate Training Unit designed and delivered the Council's first Management Development programme in partnership with Deeside College in 2010.
- 2.02 The initial 'training needs analysis' for management development began with the identification of the required management skills, knowledge and behaviours for Flintshire managers (contained within our own Competency Framework and as defined within our People Strategy).
- 2.03 These findings were mapped across into National Management Standards with our colleagues from Deeside College. Corporate Training then identified National Management qualifications that could be delivered by Deeside College that were tailored to the needs of the organisation.
- 2.04 The above approach had two distinct advantages. Firstly, delegates become more marketable as they gain recognised qualifications; secondly the initial mapping process meant Flintshire County Council had developed its own Management "Apprentice Framework" which allowed funding to be sourced from the Welsh Government via Deeside College.

- 2.05 The outcome of this work was the availability of the first Flintshire County Council Management Development Framework - the method adopted by the Corporate Training Unit on behalf of the Council has been described by colleagues in Further Education as “sector leading.” Corporate Training has been asked to share this methodology with other public organisations who wish to replicate the approach.
- 2.06 The request to share our methodology and good practice is now extending to larger Private Sector organisations within the area and Corporate Training has recently been approached by a large Private Sector organisation to demonstrate the approach we have taken.
- 2.07 Since the design of the framework in 2010, Corporate Training has been able to offer a range of Flintshire focused training and development to managers, and those aspiring to be managers, across the organisation.
- 2.08 The programmes currently on offer are as follows:

<u>Title</u>	<u>Qualifications</u>	<u>Target Audience</u>	<u>Level of qualification</u>
Management Development Programme	ILM 5 and NVQ in Management	Senior managers (third tier or high level fourth tier)	Level 5 equates to first year of a degree
Transitional Team Leader	ILM 4	Those who have completed the Team Leader programme and wish to prepare for their next career move in management	Level 4 equates to Diploma
Team Leader Programme	ILM3 and NVQ 3 in management	Those currently managing teams and those wanting to progress from Supervisor	Level 3 equates to Advanced qualification (A level)
Supervisor Development Programme	ILM 2 and NVQ 2 in management	Those new to management or those aspiring to be managers	Level 2 equates to General standard qualifications (GCSE)

The table above demonstrates a clear pathway for managers' learning and development that is not only relevant to their current role but provides opportunities to prepare for their next career move. The design of an 'Aspiring Leader' development programme is near

completion, which, if adopted, will enable delegates who complete Level 5 to develop further to senior leadership level.

- 2.09 All programmes include the assessment and development of Essential Skills - Literacy and Numeracy which ensures that Flintshire County Council is contributing to the National Agenda to improve the literacy levels across the County.
- 2.10 Feedback from delegates attending these programmes has been overwhelmingly positive. Delegates on the level 5 programme have found particular value in networking and in the quality of the guest speakers and the involvement of CMT as "internal experts". Evaluation has demonstrated the transfer of learning back in the workplace for many delegates.
- 2.11 Corporate Training work closely with the Equalities Officer to ensure one unit of the NVQ was based on Equalities. This unit was then made compulsory for Flintshire employees. This development contributed to Flintshire's recent success at the Stonewall Awards where the Council received an award for 'Most Improved Employer' for 2012.
- 2.12 In 2012, Corporate Training extended the offer of Management Development to teaching employees in our Primary Schools which proved to be a great success. The intention is to extend the offer to Secondary Schools for the 2013 intake.

3.00 CONSIDERATIONS

- 3.01 The number of employees who have attended the programmes since the launch in 2010 are as follows;

2010 / 2011 - 100
2011/2012 - 123
2012/2013 - 154
- 3.02 To purchase these development programmes would have cost the organisation an estimated £1,000,000.
- 3.03 Since the launch of the framework in 2010, there have been changes in the availability of funding streams via Welsh Government. In the early part of 2011, funding ceased for Level 4 / 5 programmes.
- 3.04 In the spirit of the partnership, Deeside College have continued to deliver the level 4 and 5 programmes and have absorbed the cost on behalf of the Council. This position may not be sustainable in the longer term and consequently, the Council will need to explore alternative options for funding these programmes.

- 3.05 In 2013, Flintshire County Council revised its own Behavioural Competency Framework. This means that the content of all programmes will need to be revised to ensure the learning continues to be relevant and is fully aligned to the behaviours we expect our employees and managers to demonstrate in the future.
- 3.06 In addition, the ILM standards have been amended for the next academic year 2013 / 2014 and consequently, there is a need to review their relevance to ensure the programmes continue to be appropriate for Flintshire County Council employees.
- 3.07 As mentioned in 2.08, Corporate Training has developed a level 7 “Aspiring Leaders” programme that addresses the issue of progression for managers who have completed the level 5 programme. Programmes at level 7 (which equates to a Master Degree) do not attract Welsh Government funding.
- 3.08 Corporate Training has negotiated an agreement with Deeside College that the “Aspiring Leaders” programme could be delivered in part at Deeside College with an additional two day ‘off site’ residential element.
- 3.09 Flintshire County Council would be expected to meet the costs of the residential element only. This would amount to £658 per delegate.

4.00 RECOMMENDATIONS

- 4.01 That Corporate Training complete a review of all programmes to ensure content is relevant and current in line with our new Behavioural Competency Framework and the new qualification standards.
- 4.02 That Corporate Training explore other qualifications at Level 5 that would attract funding and would therefore remove the reliance on Deeside College to provide this programme at their own cost.
- 4.03 That the Management Development programmes are promoted across the organisation to ensure all employees have the opportunity to take up the learning and development available to ensure that they have the skills and expertise to undertake their roles competently.
- 4.04 That Corporate Training explore further the option of offering the ‘Aspiring Leaders’ programme at level 7 for those managers wishing to progress from Level 5 at a cost of £658 per delegate.

5.00 FINANCIAL IMPLICATIONS

- 5.01 A saving of £1,000,000 (had the organisation had to fund all learning and development to date);

5.02 If the Council supported the introduction of the 'Aspiring Leaders' programme, the cost would amount to £658 per delegate with each cohort having 20 delegates.

6.00 ANTI POVERTY IMPACT

6.01 Improving Literacy and Numeracy has a positive impact on poverty.

7.00 ENVIRONMENTAL IMPACT

7.01 None

8.00 EQUALITIES IMPACT

8.01 The inclusion of Equality units within the NVQ framework has improved management awareness and commitment to equality issues across the organisation.

9.00 PERSONNEL IMPLICATIONS

9.01 None

10.00 CONSULTATION REQUIRED

10.01 Further consultation is required to explore the introduction of an 'Aspiring Leaders' programme with the Corporate Management Team.

10.02 Further developments / changes in the delivery of the Management Development framework will be subject to full consultation with Deeside College as our partners.

11.00 CONSULTATION UNDERTAKEN

11.01 Not applicable for this report.

12.00 APPENDICES

None

**LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985
BACKGROUND DOCUMENTS**

None

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