Report to the Finance, Performance and Resources Select Committee

Title:	Employee Development – Leadership and Project Management
Committee date:	29 September 2015
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Report signed off by Cabinet Member:	John Chilver, Finance and Resources
Electoral divisions affected:	N/A

1. Purpose of Agenda Item

1.1. To update Members of the committee on workforce development activity around Leadership and Project Management activity and put this in the context of our wider learning and development plans..

2. Background

2.1. The Select Committee considered a report on Leadership Development Expenditure at their meeting in March 2015. Members noted the information and had a broader ranging discussion about the importance of providing leadership development opportunities and the need for colleagues involved in projects to have good project management skills. As a result of the discussion the Committee asked for an update on Leadership Development and Project Management training to come to a future meeting.

2.2. In July 2015 a written update was provided to the Committee. Again, Members asked for a further update and specific information on the reasons why development on "Agile" project management approaches was being provided.

2.3. This report aims to give a broader picture around Learning and Development in the organisation to give the Committee confidence that we are supporting our people to develop the skills that they need to deliver the aims of the council.

3. **Learning and Development at BCC**

3.1. Under the Council's Operating Framework the People and Organisational Development Team in Headquarters are responsible for developing and commissioning a One Council skills programme that supports BCC's ambition to be a commercially minded, customer focussed, digital and agile organisation. The diagram at Appendix 1 shows the skills that each level of staff in the council are expected to have and the table below shows the development activities that are available to enable them to develop them together with the numbers of colleagues who have attended them over the past 18 months.

Course	Service Area	Number
Agile Project Management	Transport, Economy, Environment	21
	Childrens Social Care & Learning	7
	Communities, Health and ASC	4
	Headquarters	21
	Business Services Plus	18
Beating Stress, Creating Calm	Children & Family Service	6
	Consultancy	1
	Customer Contact	3
	Learning, Skills & Prevention	3
	Service Provision - Access	1
Brilliant Customer Service	Children & Family Service	2
	Consultancy	5
	Culture & Learning Service	1
	Customer Contact	13
	Headquarters	1
	Learning, Skills & Prevention	2
	Localities & Safer Communities	2
Coaching Skills for Managers	Business Services Plus - Commercial	1
	Children & Family Service	5
	Commissioning & Service Improvement	3
	Culture & Learning Service	3
	Customer Contact	7
	Environment Services	2
	Learning, Skills & Prevention	6
	PLACE	4
	Policy	4
	Shared Services Centre	1
Commercial Awareness 1 Day Introduction	Commissioning & Service Improvement	1
	Culture & Learning Service	4
	Customer Contact	2

Course	Service Area	Number
	Finance	1
	Learning, Skills & Prevention	2
	PLACE	10
	Policy	2
	Shared Services Centre	5
Commercial Awareness Bitesize Introduction	Children & Family Service	5
	Commissioning & Service Improvement	3
	Culture & Learning Service	9
	Customer Contact	17
	Finance	3
	Human Resources	4
	ICT Services	1
	Learning, Skills & Prevention	4
	Localities & Safer Communities	11
	PLACE	12
	Policy	6
	Policy, Performance & Communications	1
	Procurement	3
	Service Provision - Access (Complex)	1
	Shared Services Centre	9
Commercial Awareness Introduction 1day	Commissioning & Service Improvement	1
	Finance	1
	Human Resources	3
	Learning, Skills & Prevention	1
	Localities & Safer Communities	3
	PLACE	2
	Policy	1
Commercial Instinct	Business Services Plus - Commercial	13
	Business Services Plus - Operations	1
	Commissioning & Service Improvement	3
	Consultancy	2
	Culture & Learning Service	3
	Customer Contact	2
	Environment Services	3
	Growth & Strategy	1
	Headquarters	1
	Human Resources	1
	Learning, Skills & Prevention	7
	NHS	1
	Operational Excellence Lead	1
	PLACE	3
	Service Transformation	1
	Strategic Business Planning & Commercial Development	2
Commissioning Now 1 day workshop	Transport, Economy, Environment	10
	Headquarters	10
Commissioning Skills – 4 day Institute of Public Care Course	Transport, Economy, Environment	3
	Childrens Social Care & Learning	2
	Communities, Health and ASC	4
	Headquarters	2

Course	Service Area	Number
	Business Services Plus	1
Contract Management Programme	All platinum and most gold contract managers from across the organisation	105
Coping with Pressure & Stress	Children & Family Service	3
	Cottesloe School	1
	Culture & Learning Service	2
	Customer Contact	5
	Localities & Safer Communities	1
	Service Provision - Access (Complex)	1
Introduction to Influencing Skills	Adult Social Care & Health	1
	Children & Family Service	2
	Culture & Learning Service	1
	Customer Contact	6
	Human Resources	5
	Learning, Skills & Prevention	4
	N/A	1
	PLACE	5
	Policy	1
	Shared Services Centre	1
Introduction to Project Management	Business Services Plus - Operations	1
	Children & Family Service	2
	Commissioning & Service Improvement	3
	Cottesloe School	1
	Culture & Learning Service	1
	Customer Contact	25
	Headquarters	1
	Human Resources	2
	ICT Services	1
	Learning, Skills & Prevention	13
	Legal & Democratic	1
	Localities & Safer Communities	5
	N/A	1
	NHS	4
	PLACE	20
	Policy	3
	Procurement	1
	Quality in Care Homes	1
	Ringway Jacobs	1
	Shared Services Centre	2
Leading Dispersed Teams	Children & Family Service	1
	Customer Contact	2
	Finance	1
	Human Resources	2
	ICT Services	1
	Learning, Skills & Prevention	1
	Localities & Safer Communities	1
	PLACE	2
	Policy	4
	Procurement	1
	Service Transformation	1

Course	Service Area	Number
Handling Conflict	Business Services Plus - Operations	1
	Culture & Learning Service	1
	Customer Contact	4
	Growth & Strategy	1
	Headquarters	1
	Learning, Skills & Prevention	3
	Localities & Safer Communities	4
	Regeneration & Infrastructure	2
	Strategic Business Planning & Commercial Development	1
Engaging & Influencing Stakeholders	Business Services Plus - Commercial	1
	Culture & Learning Service	2
	Customer Contact	9
	Finance	1
	Growth & Strategy	2
	Headquarters	4
	Human Resources	2
	Learning, Skills & Prevention	6
	Localities & Safer Communities	11
	NHS	4
	PLACE	19
	Policy	10
	Procurement	1
	Service Provision - Access (Complex)	1
	Service Transformation	1
	Shared Services Centre	3
	Strategic Business Planning & Commercial Development	1
Future Shape Team Challenge Days	Dedicated team sessions to embed values and key capabilities around customer experience, commercial thinking and agile and digtal working	450
Managing Ambiguity	Business Services Plus - Operations	1
	Culture & Learning Service	1
	Customer Contact	2
	Headquarters	4
	Learning, Skills & Prevention	1
	Localities & Safer Communities	5
	Regeneration & Infrastructure	1
	Strategic Business Planning & Commercial Development	2
Political Intelligence	Culture & Learning Service	2
	Customer Contact	6
	Learning, Skills & Prevention	3
	Localities & Safer Communities	2
	PLACE	4
	Policy	4
	Service Provision - Access (Complex)	1
Managing Staff Stress	Children & Family Service	2
	Cottesloe School	1

Course	Service Area	Number
	Culture & Learning Service	1
	Learning, Skills & Prevention	1
	Localities & Safer Communities	1
	PLACE	1
	Service Provision - Access (Complex)	1
Personal Resilience at Work	Children & Family Service	4
	Customer Contact	7
	Growth & Strategy	1
	Learning, Skills & Prevention	4
	Localities & Safer Communities	1
	Shared Services Centre	2
	Strategic Business Planning & Commercial Development	1
Reducing Stress & Learning to Relax	Children & Family Service	5
	Culture & Learning Service	1
	Customer Contact	12
	Finance	2
	ICT Services	1
	N/A	1
	Policy	1
	Service Provision - Access (Complex)	2
	Shared Services Centre	3
Resilience in Changing Times	Children & Family Service	11
	Culture & Learning Service	3
	Customer Contact	18
	Learning, Skills & Prevention	7
	Legal & Democratic	1
	NHS	1
	PLACE	3
	Policy	1
	Service Provision - Access (Complex)	2
	Shared Services Centre	2

3.2. Business Units have a responsibility to ensure that their employees have the required "one council" skills and the professional/technical skills that they require to fulfil their roles. The BUs commission the latter themselves. BUs are developing their own Learning and Development plans and the Transport, Economy, Environment plan is attached as an example.

3.3. Every individual should have a discussion about their skills and learning and development as part of their Delivering Successful Performance (DSP) performance reviews. Managers should discuss "one council" skills requirements as well as other personal and professional development needs. We are aware that these conversations are not embedded in the organisation and have amended the DSP process this year so that we can get a better picture around compliance and take

action to increase the number of productive development conversations that are taking place.
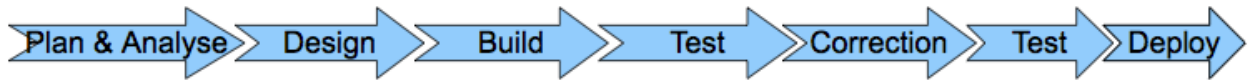
4. **Leadership Development 2015/16 - 2016/17**

    4.1. At previous meetings it was reported that we were going to commission a leadership development programme for 29 senior managers (largely direct reports of the One Council Board) and were working on a specification drawing on best practice from other organisations. As a result of our research we have widened the scope of the programme to include all line managers. This reflects the widely expressed view (including from this Committee) that leadership is distributed throughout the organisation and that all our line managers have an important leadership role and should have access to develop them in this role. The specification was sent to a range of providers at the beginning of this month with a view to a provider being selected and a programme getting underway towards the end of the calendar year.

    4.2. Business Units may decide to supplement the One Council leadership programme with more specific leadership development after their managers have attended the main programme.

    4.3. The leadership development programme around the Future Shape values referred to in previous reports is almost complete. Managers from all the BUs with the exception of Children's Social Care and Learning have attended and feedback has continued to be universally positive.

    4.4. The One Council Board are also committed to ongoing development and are about to select a partner to work with them to build on the Top Performance Consulting work. In particular they want to work on some of the areas highlighted in our last employee engagement survey – motivating and inspiring employees, building collaboration and improving both the customer and employee experience.
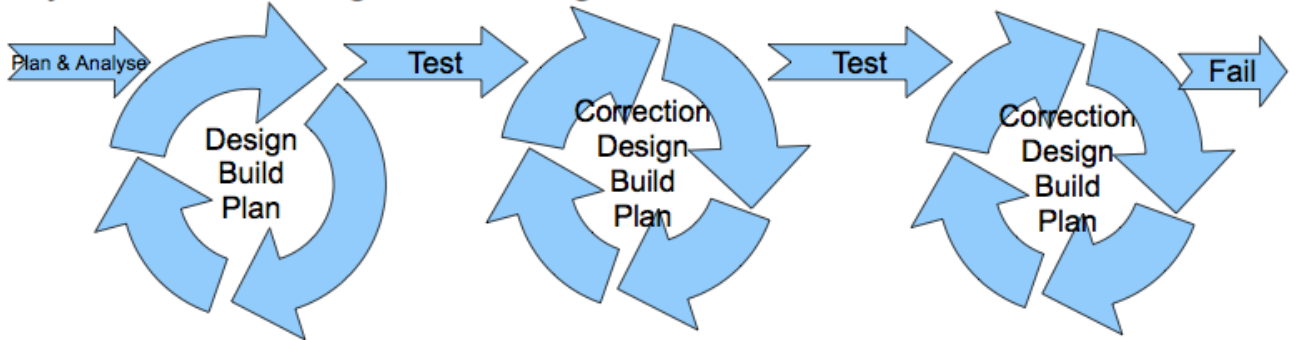
5. **Project Management Training**

    5.1. As highlighted in my last report Prince 2 has been the preferred tool and qualification for project management at BCC for the past 10 years. Prince 2 is a so-called waterfall approach to project management with very structured requirements around project planning, milestones, risk logs, etc.

    5.2. For the past year we have been piloting agile project management techniques and training alongside Prince 2. Agile Project Management involves the customer/user(s) much more in the development of the product/work, moves things along at a faster pace with daily stand up meetings and enables greater flexibility around what is actually delivered as changes can be made more easily during the life of the project.

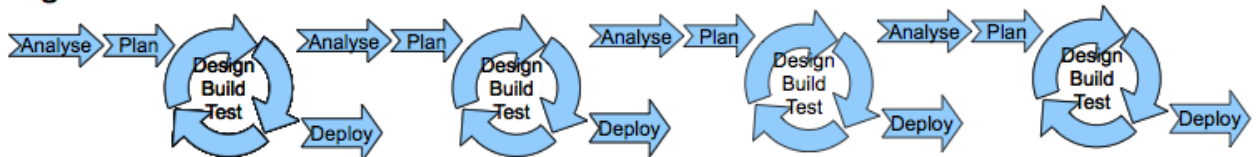5.3. A diagram illustrating the different approaches is set out below:

Waterfall

Plan & Analyse > Design > Build > Test > Correction > Test > Deploy

Hybrid Waterfall & Agile Mix - "Fragile"

Plan & Analyse → Design Build Plan → Test → Correction Design Build Plan → Test → Correction Design Build Plan → Fail

Agile

Analyse > Plan → Design Build Test / Deploy → Analyse > Plan → Design Build Test / Deploy → Analyse > Plan → Design Build Test / Deploy → Analyse > Plan → Design Build Test / Deploy

5.4. The Innovation and Commercialisation Team in Headquarters will be undertaking a major review of Programme and Project Management, including the Project Management Framework and Toolkit. The objective if the review is to produce a framework, tools, templates and methodology that meets the strategic, financial and governance requirements of Members and One Council whilst balancing this against the BU autonomy developed as part of Future Shape..

In the meantime, it is anticipated that Prince 2 tools and development will continue to be required for major projects, specifically in relation to capital programmes. However an Agile approach will be recommended for , work involving end to end customer journey mapping and the potential for introducing digital processes where they would improve the customer experience and reduce cost. We will continue to provide training for both.

6. **In conclusion**

6.1. The Future Shape programme has enabled us, for the first time, to give employees and managers clarity about the core skills that they are expected to have in their roles **and** access to a programme of targeted skills development that will enable them to develop those skills if they don't have them. This includes leadership skills and project management skills.

6.2. We do need to work harder to ensure that employees take up these opportunities and are doing this via changes to our Delivering Successful Performance performance management process and via our HR Business Partners who are responsible for the BU learning and development strategies such as the one attached.