

Annex A - Signposting

The following resources and case studies may be helpful in informing SKDC's development of its programme of activities.

Theme	Recommendation	Signposting and Support
Leadership	Intensify efforts to ensure the new CMT is visible in the organisation	Details in the report.
	Invest time in developing a cohesive leadership team	<p>LGA Facilitated Development: The LGA runs a development offer for councils' senior political and officer leadership teams, aimed at helping to developing cohesive leadership teams and supporting strategic leadership. The programme - delivered in situ or virtually - is designed in partnership with a council and focuses on the issues the council wishes to focus on. The programme can be for leaders and cabinets, or run jointly with management teams to explore the key issues together. Depending upon the development need, the programme might cover: Visioning; Roles and relationships; Team building (using the MBTI, TMS or Belbin Team Role tool if appropriate); Leadership styles; Budgeting and financial monitoring; Performance management; and Communication. <u>Contact:</u> mark.edgell@local.gov.uk</p> <p>East Midlands Councils Top Team Development: East Midlands Councils designs and delivers team development support to local authorities tailored to their individual requirements. Further details are on their website.</p>
	Strengthen Member-Officer relationships	<p>Role descriptions and behavioural frameworks:</p> <ul style="list-style-type: none"> • Example of Merton LBC's Behavioural Framework • Example of Role Descriptions from Bath and North East Somerset, Torfaen and Wiltshire • This Political Skills Framework toolkit is based on research into what traits and skills define great local political leaders. It aims to provides a foundation for the support and development authorities' offer to elected members. • The 21st Century Councillor report, developed by Birmingham University alongside the sector, focuses on roles, skills and support for individual Councillors to assist them to play their crucial front-line role in making connections and building strong democratic places where people can thrive. The report focuses on councillors' roles - aligned with skills, knowledge, and behaviours. • LGA Model Councillor Code of Conduct and 7 Principles of Public Life <p>Political mentoring: There is the opportunity for certain elected members in Leadership roles to receive mentoring via the LGA from an experienced, knowledgeable and skilled elected members from another council to be able to work on a programme of development that can be bespoke to them at and a time and manner in which works best for them. <u>Contact:</u> mark.edgell@local.gov.uk</p>

		<p>LGA Learning and Development Programmes for Councillors: The LGA runs a number of training and development programmes for Councillors in specific roles and on particular policy or topic areas. Or can co-design bespoke session with councils. Contact: Grace.Collins@local.gov.uk and mark.edgell@local.gov.uk</p> <p>East Midlands Councils – Councillor Support: East Midlands Councils runs a broad range of development programmes and events for elected members throughout the year, as well as being creditors for Councillor Development Charters. Contact: Kirsty.Lowe@emcouncils.gov.uk.</p>
<p>Strategic Planning and Performance</p>	<p>Deal with your existing 'burning platforms' by prioritising those that will make the biggest difference and tackling them first.</p>	<p>Prioritisation: In case useful for reference, here are some examples different Councils' prioritisation and performance management approaches, and public communication of these: Newham, East Riding, Buckinghamshire.</p>
	<p>Develop and agree a strategy for future ways of working</p>	<p>Future working: Hyndburn Borough Council have given consideration to these issues so Kirsten would be happy to share reflections on their current thinking around this.</p>
<p>People Management and Capacity</p>	<p>Double down on workforce engagement efforts to strengthen two-way information flows.</p>	<p>Culture change and workforce engagement case studies: There is a bank of case studies from councils outlining how they have executed successful change and workforce engagement initiatives. The full bank of case studies can be found at the Case Studies Resource. The below are some which may be of relevance to SKDC.</p> <ul style="list-style-type: none"> • Cheshire West and Chester Council – Communicating difficult change messages • Wigan Council – engaging staff in a new vision • Powys County Council – Leading through engagement • West Sussex County Council – Communicating with 'one voice' • London Borough of Hackney - Positive culture change through inclusive leadership • Staffordshire County Council - MindKind Staffordshire – combining internal communications with a strong health and wellbeing offer • Brent Council – It's Yammertime <p>Communicating joined up Corporate Plan priorities, staff values/behaviours and quarterly performance: Barnsley Council may be of interest as an example of an authority that has aligned their Corporate Plan priorities, staff values/behaviours and quarterly performance reporting in an engaging manner to demonstrate performance against the key priorities and outcomes. See website. They have developed something called the Barnsley Offer, which is a training prospectus available to staff which might be of interest. Contact: businessimprovement&intelligence@barnsley.gov.uk</p>

	Address critical resource gaps, particularly around HR, and any 'single points of failure'.	<p>East Midlands Councils HR support: EMC provides a range of support to around workforce development. The following of which might be of particular interest to SKDC.</p> <ul style="list-style-type: none"> • Professional networks on Learning and Development; and Performance Management. • HR Helpline - Advice, support and workforce information for HR Teams • PACE tool kit to support using the Employers' Organisation National Framework. <p>Workforce improvement guide: Sharing HR ideas for the future is an LGA publication aimed to help senior HR professionals and their teams to develop local action plans for workforce improvement by providing facts and ideas.</p>
Change and continuous improvement	Put in place a resourced communications plan.	<p>Communications resources and guides: The LGA has a range of guides and resources to help support and advance communications activity. The full suite of materials and support on offer can be found on the website. The below tools are perhaps of most relevance to SKDC. Direct advice can also be sought via, Matt.Nicholls@local.gov.uk, LGA Head of Communications Improvement.</p> <ul style="list-style-type: none"> • Developing your internal communications strategy • Tips for understanding all of your employees' experiences • Internal communications during times of change
	Deliver some quick wins to help wins hearts and minds	Details in the report.
	Try to draw a line with the past and have confidence in the path you are on.	