

North York Moors National Park Authority

24 June 2013

Leadership Development Programme

1. Purpose of the Report

- 1.1 To update Members on the key issues raised by the Leadership Development Programme and seek their views on the way forwards.

2. Background

- 2.1 As Members will be aware, the last 3 years have seen unprecedented change to the Authority's finances and, as a consequence, staffing structure. This has involved a voluntary and compulsory redundancy programme, the merging of two departments and restructuring within the others. This process, while necessary, has caused considerable uncertainty but all major changes have now been completed or programmed.
- 2.2 The reduction in financial and staffing resources together with the desire to continue to deliver as many services as possible led Officers to consider how to approach 'getting more from less'. One of the conclusions of this thinking was that a programme aimed at improving the way leaders worked was a key starting point. For these purposes 'leader' was defined as a line manager or a member of staff whose expertise meant that they led the Authority's work in a particular area.
- 2.3 This paper will briefly outline the outcomes from the programme and seek Members' views on the next steps.

3. The Programme

- 3.1 The Leadership Development Programme has been run by a company based in East Yorkshire called The Beech Consultancy. The programme has been designed to change the way in which teams are led, improving interactions (and therefore performance) both inside and outside the Authority. The programme's aims were to;
- ensure that all those in a 'leadership' position understood themselves and those they work with better;
 - develop teams capable of adapting and thriving in periods of change;
 - involve team members in developing solutions to critical issues;
 - give leaders stronger skills at engaging with staff at all levels to improve their contribution to the Authority; and
 - recognise potential in staff and develop it for the future.
- 3.2 Although the programme length has varied for different groups of managers, it has incorporated the same key elements, including;
- **Self-Leadership** – greater confidence in decision making;
 - **Thought leadership** – increasing the capacity to understand their role within systems. Develop knowledge how they and others can work together as effectively as possible;

- **People leadership** – increasing abilities to engage with staff to maximise their contribution. Developing coaching skills.

3.3 So far, 40 members of staff have worked on the programme and initial evaluation has been very positive. The Beech Consultancy will carry out a more detailed evaluation of the programme and this will commence shortly.

3.4 Officers are currently considering how to roll a shortened version of the programme out to the rest of the staff group as it is believed that by working with all staff, there will be a critical mass for change.

4. **Issues Raised**

4.1 Officers have a wide range of actions to carry out as a result of the programme. These range from simple operational matters to several more strategic issues. It is on the latter that Officers would welcome input from Members.

4.2 As part of the programme, Officers have used a variety of diagnostic tools to enable them to understand better how they (and colleagues) prefer to work. This has included a 360 degree questionnaire to enable managers to have a greater understanding of what they and their colleagues and team members think are their strengths and weaknesses. .

4.3 One of the tools used (Belbin's team types **Appendix 1**) looks in particular at the preferences people have when working as part of a team – there is no right or wrong answer to this as the model recognises that the strongest teams include people with a variety of roles. This process has highlighted some interesting points which Officers think would benefit from a wider discussion with Members

4.4 The staff who have been through the programme are very strong at all of the 'doing' roles in the team such as implementers, team workers, completer finishers and monitor evaluators. In some ways, this should not be a surprise as the Authority is a small organisation which has functioned effectively because we employ people with a strong focus on tasks and getting the job done.

4.5 It does highlight, however, that relatively few members of staff are naturally good at publicising what we do, being very outgoing, looking for new and unorthodox ways of doing things and so on. This has been recognised and part of the remit of the Promotion and Tourism Officer role, introduced in 2012, is to address some of this. It does, however, remain an area of relative weakness for the Authority. Officers would like to hear Members' views on how this might be resolved. Making better use of the skills that Members and volunteers have could be part of the solution.

4.6 The programme has also heightened Officers' awareness of the need to embrace organisational development (OD). OD is the process of enabling the Authority to improve its performance by developing its own systems and the way in which these are organised. Essentially this means making the Authority fit for purpose for the future.

4.7 Until the last couple of years, the Authority's structure had evolved slowly and major change had been limited. Officers believe, however, that delivering the Authority's purposes in the future with diminished staff and financial resources, but continued high expectations from the tax-paying public and Government will inevitably mean rather more fluid and flexible organisational structures than has previously been the case to date.

4.8 It is Officers' view that the future shape of the Authority should much more closely integrate the work of volunteers, Members and paid staff. This is potentially a very powerful initiative, but will need a clear vision and careful handling. Officers would value the opportunity to discuss their initial thoughts on this with Members as part of an evening seminar later in the summer.

5. Sustainability Appraisal

5.1 A Sustainability Assessment is not required because the report is an administrative issues report.

6. Legal Implications

6.1 There are no legal issues relating to the contents of this report.

7. Recommendation

That Members:

7.1 Give their initial views as requested in Paragraphs 4.5 and 4.8 and agree to this being the subject of wider discussion at a Members' evening seminar later in the summer.

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BELBIN TEAM ROLES - DESCRIPTION

Plant	Creative, imaginative, unorthodox. Solves difficult problems
Resource Investigator	Extravert, enthusiastic, communicative. Explores opportunities/contacts
Co-ordinator	Mature, confident, trusting. Clarifies goals, promotes decision making.
Shaper	Dynamic, outgoing. Challenges, pressurises, finds ways round obstacles.
Monitor Evaluator	Sober, strategic and discerning. Sees all options. Judges accurately.
Team Worker	Social, mild, perceptive and accommodating. Listens, builds, averts friction.
Implementer	Disciplined, reliable, conservative and efficient.
Completer Finisher	Painstaking, conscientious, searches out errors/omissions. Delivers on time.
Specialist	Single-minded, dedicated. Provides knowledge/technical skills in rare supply.

