

Southwark Leadership Development Programme

Programme handbook 2016

Foreword from the Chief Executive



Southwark is a unique and exciting place, that our recent staff survey showed we are proud to work in. To continue to deliver the best outcomes for the community it will be critical that we retain and develop a highly skilled and motivated workforce.

Our managers will be taking a key “leadership role” in these times of change and challenge, with a primary focus on engaging, supporting and creating highly motivated teams. The need to strengthen our support to staff in this challenging role was highlighted to us in the feedback in the recent staff survey.

The programme outlined in this handbook has been designed to equip our managers, and aspiring managers, with the skills to “role model” the future leadership we need in Southwark.

We have been successful in our application to be awarded the Institute of Leadership & Management (ILM) Approved Centre status. This gives us confidence that our programme is of high quality, with a professionally recognised qualification.

Throughout the course of the programme myself and the senior management team will be taking an active role in supporting the programme and ensuring that it is a positive platform for career development.

I wish you every success.

A handwritten signature in black ink, which appears to read 'Eleanor Kelly'.

Eleanor Kelly

Chief Executive

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Purpose and outcomes

Purpose

The leadership and management development programme has been specifically designed to embed the technical and behavioural skills required to support the delivery of the 'fairer future' promises and future organisational culture by creating a high performance workforce.

The goal of the programme is to build organisational capability and capacity to ensure that we have managers who have the right skills (behavioural and technical) and knowledge. This will drive and improve development and business performance throughout the Council and ensure we deliver an excellent service to our customers.

The programme will provide the structured learning to develop our existing and aspiring managers (future talent pipelines) at supervisor, first line, business and strategic manager levels.

Outcomes

- Understand your leadership role and responsibilities in a modern local government environment;
- Develop your skills, knowledge and confidence in being an effective leader;
- Use positive leadership behaviours to maintain a high performing and motivated team, delivering quality services;
- Succession planning for our next generation of leaders and managers

Institute of Leadership and Management

The Institute of Leadership and Management (ILM) was formed in 2001 by the merger of NEBS Management and the Institute of Supervision and Management, and is part of the City & Guilds Group, the UK's largest vocational awarding body. The City & Guilds of London Institute was incorporated by Royal Charter and founded in 1878.

ILM is responsible for the majority of leadership and management qualifications awarded in the UK. Currently around 90,000 candidates per year register for ILM qualifications, which accounts for well over half of all qualification-based management training undertaken in the UK at all levels. ILM has a growing membership of around 30,000 including both professional members and studying members.

This position reflects ILM's reputation for innovation in the design of qualifications and assessment to meet the needs of leaders and managers, their employers and the ILM centres which are partners in delivering high quality education and training provision.

ILM has offices in London and Lichfield, and their regional structure divides the UK into geographical regions and the home nations. Currently there are around 200 centres in the UK with an expanding network of overseas centres. Centres are approved from further education, university sector, private sector, private training providers, or the training departments of larger organisations such as local authorities, health trusts and blue chip companies.

The overall philosophy of ILM programmes is one of personal development for the individual candidate, which in turn enhances their motivation, company loyalty and effectiveness in the workplace to bring improved organisational performance and measurable benefits to their organisation.

Southwark Leadership Development Programmes

Our programmes have been designed to incorporate the “fairer future” values and a management standards framework. This will ensure that your learning is focused on the ‘behaviours’ and attributes that are essential for leadership in Southwark and modern Government.

To start the programme you will be invited to attend an Induction session which will set the scene for the requirements and your commitment.

The Induction will cover the following:

- Understanding the context of the programme
- Programme Overview
- The Role of the Management Sponsor
- Introduction to programme activities
- Explaining the different levels of the programme
- Understand the personal development plan
- Access to online development tools and materials

What is on offer?

Currently, Southwark delivers three programmes:

- Leading and managing teams programme, accredited at Level 2 Award
- Developing our future leaders programme, accredited at Level 3 Certificate
- Senior Business Manager programme, accredited at Level 5 Certificate

Making the most of your programme

Programme expectations

As a delegate on the Southwark Leadership Development programme, it is expected that you conduct yourself in an appropriate, courteous and considerate way with colleagues on the programme, trainers and assessors throughout the course of the programme.

Attendance

Studies have shown a direct link between attendance and success with any learning and development individuals undertake. Therefore, you are expected to attend all workshops for the duration of your programme. If your punctuality or attendance falls below 100%, your line manager will be notified.

Assignments

As part of your programme, you will need to submit formal assignments which have been chosen to reflect the learning outcomes of the module and programme as a whole.

The pass mark for all assignments is set at 50% in line with the requirements of ILM. Students will be awarded Southwark pass (50 – 59%), merit (60 – 69%), and distinction (70 %+) level certificates on completion of the programme in line with their average attainment.

Deadlines for assignments will be set at the beginning of the programme so that you can plan your time accordingly to meet the deadline.

All assignments must be submitted to the assigned inbox for your programme. You will receive the email address of your programme at your induction.

Mitigating circumstances

In some cases, you may require an extension to your assignment because of either personal or professional circumstances. In this case, you will need to submit a mitigating circumstances form, available on the Source which will be sent to your line manager for approval. Once approved, an extension will be confirmed to you.

Penalty process

For all late submissions, you will receive an immediate 10% deduction and subsequent 10% deduction for each month your assignment remains outstanding. If you have approved mitigating circumstances this will not apply to you.

Feedback for all assignments

You will usually be provided with assignment feedback within four weeks of the submission date. All assessed assignments are subject to internal verification to ensure you have been marked fairly.

Resources

All resources will be available via My Learning Source when you are booked on the programme. Please ensure that you print off or have access to the materials for the relevant workshops.

ILM student membership

All delegates will be registered students with the ILM by Southwark Council. As a registered member, you will be given access to the ILM studying zone which will provide you with an essential knowledge bank of information and tools.

You will be sent an email containing a unique 7-digit registration number in the weeks following your induction to activate your membership. Your registration number is required on **all** assignment submissions.

Southwark ILM Centre policies

On the Source you will find the links to the following Southwark policies relevant to this programme:

- Use of Language
- Plagiarism and cheating
- Conflict of interest
- Malpractice and maladministration
- Equality and diversity
- Appeals
- Data protection

Leading and managing teams programme

Leading to an ILM Level 2 Award in leadership and team skills

Target audience

This programme is targeted at supervisors responsible for the day to day management of the team, which includes the allocation of tasks and resources. As a supervisor you will have a critical role in the day to day performance of your team. Equally this can be a development opportunity for someone wishing to progress to become a Supervisor.

Programme overview

Workshop	Workshop content
Session 1	Your leadership journey will start with your formal induction. Delegates will understand the aim of the programme and identify the roles and responsibilities of themselves, tutor and Southwark Council. You will also identify key milestones, understand assessment practice and receive all required information to commence your programme. The session will also cover the difference between leadership and management using relevant examples from your role at Southwark Council and explore its importance within your own team.
Session 2	In this session, delegates will study a range of leadership styles, their benefits and the potential impact this has on individuals and performance at Southwark Council. You will be able to explain a range of different leadership styles and identify those leadership styles commonly used at Southwark Council as well as your own leadership style.
Session 3	This session covers Southwark Council requirements in relation to team performance and identifies how to understand underperformance. Delegates will use what they have learnt in this session and apply it to their role.
Session 4	In this session, delegates will understand the role of motivation in improving performance and be able to relate this learning to their role. Delegates will also investigate methods of improving the performance of the work team.
Session 5	This session covers the notion of change and how to understand it in application to the workplace, relating this to their role and department within Southwark Council.
Session 6	In this session, delegates will understand how to support the implementation of change in the workplace. Delegates will be able to explain how your role as a team leader relates to the implementation of change, using real examples to generate ideas for how to develop and maintain cohesion within their own teams during change.

Assignments: This programme will involve the submission of three assignments to demonstrate your understanding and application of your learning.

You will complete written assignments on the following units:

Unit	Credits
Leading your work team (8600 – 268)	2
Improving the performance of the work team (8600 – 251)	1
Understanding change (8600 – 259)	1

Prior to the commencement of the programme you should meet with your Manager to develop your Continuous Professional Development (CPD) Plan. This should include areas of strength and development linked to the programme content.

Developing our future leaders programme

Leading to an ILM Level 3 Certificate in Leadership and Management

Target audience

First line managers who are responsible for the day to day operation of the business, which may include responsibility for effective budget management control. You will be responsible for organising people and resources. As the first line manager, you will have a critical role in performance and development of your staff. Equally this is an essential development opportunity for someone wishing to progress to a management role.

Workshop	Workshop content
1	Your leadership journey will start with your formal induction. Delegates will understand the aim of the programme and identify the roles and responsibilities of themselves, tutor and Southwark Council. You will also identify key milestones and understand assessment practice. In this session, delegates will be introduced to leadership styles, understanding and explaining the different factors that influence the choice of leadership styles or behaviours in workplace situations.
2	This session allows delegates to understand leadership qualities and review their own leadership qualities and potential. Delegates will additionally investigate and describe appropriate actions to enhance their own leadership behaviour.
3	This session covers the role and responsibilities of the manager, so delegates are confident in seeking feedback on their own workplace performance to identify strengths, weaknesses and areas for improvement.
4	By the end of this session delegates will understand the specific responsibilities of line managers in enabling an organisation to achieve its goals and to understand how communication and interpersonal skills affect managerial performance in the workplace.
5	In this session, delegates will assess their personal development opportunities to improve their managerial performance and apply the learning from this session to enhance their leadership journey at Southwark.
6	This session covers factors which influence motivation in the workplace and understand how a theory of motivation can be used to improve performance levels.
7	In this session, delegates will understand the ideas of innovation and change in the workplace. Delegates will understand how to plan, monitor and review the implementation and communication of innovation and change in an organisation.
8	This session invites delegates to understand the effects of innovation and change on people and teams in an organisation and apply how these effects can be seen in their teams and the wider organisation.
9	This session will give delegates the knowledge to manage a workplace project, understanding the financial and non-financial implications of a workplace project.

Assignments: This programme will involve the submission of six assignments to demonstrate your understanding and application of your learning.

You will complete written assignments on the following units:

Unit	Credits
Understanding leadership (8600 – 308)	2
Developing yourself as a team leader (8600 – 200)	1
Understanding the management role to improve management performance (8600 – 400)	4
Understanding how to motivate to improve performance (8600 – 310)	2
Understanding innovation and change in an organisation (8600 – 301)	2
Managing workplace projects (8600 – 320)	2

Prior to the commencement of the programme you should meet with your Manager to develop your Continuous Professional Development (CPD) Plan. This should include areas of strength and development linked to the programme content.

Senior business manager programme

Leading to an ILM Level 5 Certificate in leadership and management

Workshop	Workshop content
My leadership journey	Your leadership journey will start with reviewing your areas of strength and development, creating your CPD, which will be reviewed throughout the programme with the support of a team coach.
Leadership and management	Exploring the different approaches to leadership and management, and their application. We will be focusing on developing your personal leadership style.
Coaching as a leadership style	Developing staff so that they can increase capacity and resilience is a key role for leaders. We will introduce practical models to strengthen this key competence.
Managing business performance	Motivation, engagement and managing by outcomes, as well as practising the challenging conversations required to lead a high performing business.
Understanding & developing emotional intelligence	Increasingly seen as a key driver for effectiveness, we will be looking at frameworks for emotional intelligence and focusing on identifying individual strengths.
Coaching session for Assignment 1 – Developing and leading teams to achieve organisational goals and objectives	This group coaching session will take you through the requirements of your first assignment and coach you through successfully passing the unit.
Leading and managing change	The pace of change in the public sector has been so fast that few have had time to think how to lead and manage change. We will be exploring leadership approaches and how to apply these in the business context.
Coaching for Assignment 2 – Managing own continuous professional development	This group coaching session will reiterate the requirements of your CPD as and coach you through successfully passing the unit.
Achieving behavioural change	Successful resolution of some of the greatest challenges facing government and business today relies on our ability to change behaviours and habits. This session will explore what influences human decision making and lead to meaningful behaviour change.
Political acumen	Understanding and influencing the “Political” and “political” dimensions of the public sector leadership is a vital skill. We will be discussing the challenges with Councillors and senior leaders experienced in this field.

Assignments: This programme will involve the submission of two assignments to demonstrate your understanding and application of your learning.

You will complete written assignments on the following units:

Unit	Credits
Leading and developing teams to achieve organisational goals and objectives (8607 – 519)	4
Managing own continuous professional development (8607 – 521)*	15

**Please note: in completing the unit: Managing own continuous professional development, it is required that you participate in peer-peer reviews and action learning sets throughout the duration of your programme.*

Key terms:

Peer reviews: a process by which academic work is checked by colleagues/ team on the programme to make sure it meets the necessary standards before it is submitted.

Action learning set (ALS): an approach to solving problems that involves taking action and reflecting upon the results. The learning that results helps improve the problem-solving process as well as the solutions the team develops. Utilising “action learning sets” will enable delegates to build on subject matter, apply and discuss in practical work based scenarios.

Continuous professional development (CPD): refers to the process of tracking and documenting the skills, knowledge and experience that you gain both formally and informally as you work, beyond any initial training. It's a record of what you experience, learn and then apply.

Your development planning

The learning and activities in your programme are intended to help you develop the knowledge, skills, and confidence to become an effective business manager.

The best development occurs where the learner is actively involved, sets clear goals and regularly reviews their own progress. During the programme we will provide you with a Reflective Log to enable you to map and review your goals and achievements throughout the programme.

As you progress throughout the programme, you will be able to review your development and experiences and make a note of what you are learning and how you are applying it.

Supporting your learning

The programme is designed to provide you with continuous and structured support throughout your learning. You and your line manager will meet regularly to review progress and to discuss how you can apply your learning in the workplace.

Assessing your work

All of the modules provide the learning and evidence towards your ILM qualification.

By attending all of the modules and successfully completing your assignments you will be awarded credits for the units.

You will be expected to complete a series of assignments to demonstrate your learning. Key submission dates will be set early in the programme.

Arrangements for delegates requiring reasonable adjustments

Southwark and ILM are taking a positive approach in providing a range of flexible and responsive assessment strategies and variations in methods of assessment. It aims to provide the same access to assessment for candidates with requirements for reasonable adjustments or special considerations as for all other candidates. The assessment process will be reviewed on an individual basis to ensure that any special needs or adjustments are in place, providing equality and fairness to all in the assessment process. Advice and support will be obtained from professional bodies interested in both the occupational and educational opportunities for people needing reasonable adjustments or special considerations for each case as required.

Examples of Reasonable Adjustments and Special Considerations

Hearing Impairment

Arrangements may include the use of communicators/interpreters (including lip speakers), extra time allowance and mechanical/electronic aids. In addition, candidates whose hearing loss results in a possible linguistic disability may be provided with assessments with appropriately modified wording, as recommended by a specialist teacher of the deaf. The centre may also use induction loops.

Visual Impairment

Arrangements may include an amanuensis, a reader, tapes, question papers with large print, Braille, use of a keyboard to produce typescript answers or raised type responses to a question paper, extra time allowance in a written, time-constrained assessment, and appropriate mechanical/electronic aids.

Physical Impairment – Permanent or Temporary

In cases of physical impairment or temporary incapacities, candidates may be allowed the use of a reader, amanuensis and/or interpreter, extra time allowance and appropriate mechanical/electronic aids.

Learning Difficulties

In the case of candidates with specific learning difficulties/dyslexia, arrangements may include an amanuensis and/or a reader, extra time allowance, tapes and use of a keyboard to produce typescripts of answers. Arrangements for candidates with other learning difficulties may include an amanuensis and/or a reader, extra time allowance and other audio/visual aids as appropriate to the needs of the individual.

Medical Conditions

In cases of candidates with medical conditions such as diabetes, epilepsy and respiratory disorders, individual cases will be considered on their merits. Where genuine medical reasons prevail, additional time allowance can be considered – each case being decided upon its merits.

