



2011

Leadership and Management Policy Statement



Leadership and Management

Part A – Rationale

Leadership develops shared vision, inspires and creates commitment and embraces risk and innovation.

Management develops systems which limit uncertainty, even out differences, and improve consistency and predictability in delivering the Service.

Effective leadership and management is essential for us to:

- take forward successfully the national priorities for our Service.*
- provide learning communities which are safe, ambitious, excellent and active.*
- make the improvements and changes necessary to be excellent.*
- equip our employees to consistently provide outstanding services to all of our communities.*

To achieve effective leadership and management we will promote a culture of partnership working based on the following values:

- openness*
- honesty*
- integrity*
- fairness*
- compassion*
- mutual trust*
- respect*
- equality*
- belonging*

Part B – Policy Principles

The key principles upon which this policy statement is based are:

- To promote leadership at all levels and effective management throughout our Service.***

It is important to recognise that development activities extend beyond seminars and courses. Some of the most effective development is undertaken in the workplace alongside or under the guidance of respected colleagues.

In our Service, we already have a good range of experiences and activities which aim to develop leadership and management skills. We will build on these existing programmes and make them available to a wider group of employees.

- ❑ **To provide a framework for effective, sustained support in leadership and management for all employees in Education & Children’s Services.**

People in different parts of our Service have different needs. It is important that the support which we provide meets the needs of individuals, the teams they work with and the objectives of the Service as a whole.

Evidence of leadership and management qualities will be expected, as part of the recruitment and selection process across the Service.

We will provide a programme of support in leadership and management within a structure which is understood and actively taken forward by everyone in our Service - *“A Framework for Developing Leadership and Management”*.

We will provide appropriate development opportunities which are sustainable within a competence framework and agreed resources.

We will ensure that the developments undertaken/experienced by our employees have a positive impact on our Service.

Part C – Policy Outcomes

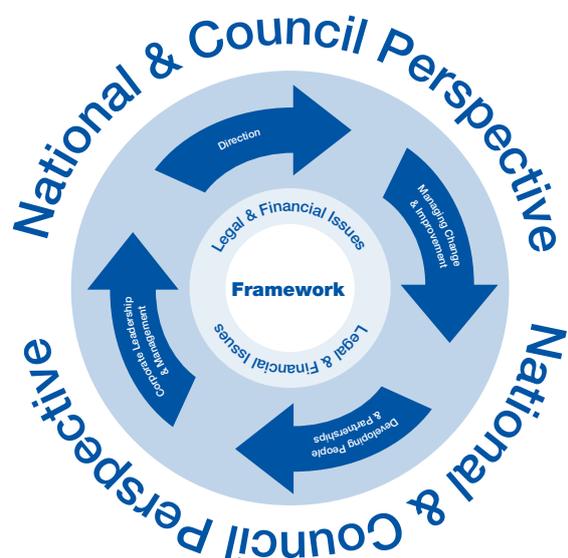
High Level Outcomes

We expect our leaders and managers, working within the external influences of legal, financial, national and Council framework to:

- ❑ *uphold and champion the strategic Vision, Values and Aims of Perth & Kinross Council and the Statement of Intent of Education & Children’s Services;*
- ❑ *achieve our Key Service Improvement Objectives;*
- ❑ *embrace and nurture a team approach to integrated service delivery;*
- ❑ *promote the continuous development and improvement of our people and the service we provide.*

Specific Outcomes

These are grouped under four headings, each of which flows from the preceding, and all of which in turn are interlinked within the framework.



Corporate Leadership & Management

- Senior Managers are recognised as excellent leaders in their fields.*
- Senior Managers have the respect of their employees and those they work with.*
- Education & Children's Services is recognised as a well-led, respected, focussed Service which consistently delivers benefits to its communities.*

Direction

- There will be a clear vision setting the direction of the Service and outlining the responsibilities of all employees in achieving it.*
- The opportunities for the Service are identified and barriers are dealt with effectively.*
- Senior Managers lead their teams to deliver the Key Service Objectives through improvement plans, in a constantly changing environment.*

Managing Change & Improvement

- Changes are implemented on a foundation of stability and continuity.*
- The needs of the Service are challenged and agreed, then supported and understood across the Service.*
- There are transparent procedures in place.*
- Available resources are aligned to agreed priorities.*
- Effective change management will include information gathering, planning, resourcing, implementation, monitoring and evaluating.*

Developing People & Partnerships

- All employees feel engaged, respected and valued.*
- All employees have regular dedicated time with their line manager.*
- All employees feel confident of their role and motivated to deliver the Key Service Priorities.*
- Barriers to success are identified and removed.*
- Opportunities exist for employees development and progression in response to individual, team or whole Service needs.*
- Employees are empowered to work with others within and beyond the Service courageously, creatively and effectively.*

Part D – Responsibilities

To ensure effective implementation of the high level and specific outcomes, and working within the framework, **employees** will:

- ❑ *perform in a professional manner;*
- ❑ *be aware of and uphold the Leadership and Management policy statement;*
- ❑ *ensure decisions taken are fair, consistent and supported by sound information;*
- ❑ *be confident in taking informed decisions in good faith and be supported in those decisions;*
- ❑ *recognise, respect and uphold individual roles and responsibilities;*
- ❑ *be consistent and open in sharing information and be confident in challenging others;*
- ❑ *operate in a constructive culture which recognises the need to learn from mistakes and criticisms;*
- ❑ *manage and share our expectations and those expectations made of us, by our peers and communities;*
- ❑ *take and make best use of the development opportunities available and evaluate the impact of these on the delivery of Key Service Priorities;*
- ❑ *constantly look for ways to improve (self, team or Service) and influence the improvement process.*

In addition, **Leaders and Managers** will:

- ❑ *listen to the views of their employees, peers and our communities and act appropriately;*
- ❑ *promote and support participation in development opportunities by all members of the team;*
- ❑ *be confident and inspire confidence in their teams;*
- ❑ *evaluate the impact of leadership and management activities on the work of their team;*
- ❑ *give open and honest feedback on progress;*
- ❑ *dedicate time for regular one-to-one contact with their staff, over and above that set aside for the process of **Employee Review & Development**;*
- ❑ *recognise and celebrate success;*
- ❑ *provide and share the direction for the Service;*
- ❑ *ensure high quality development opportunities are available for all employees.*