

Nottingham Leadership Transformation Programme

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Introducing the Programme



"As leaders we are all conscious of the changing and increasing demands to work in new ways internally and externally with partnerships on fast changing agendas for example the council's Transformation Programme.

Our public service world is an invigorating and demanding environment. There are constantly challenging calls for new ways of delivering services, being agile in thought and creative with solutions.

There is a need to engage in a meaningful way a larger number of managers with the capacities to creatively manage new areas of work.

A major managerial and organisational requirement in the next 10 years will be to increase Nottingham's ability to work in partnership with other agencies and communities. One way of achieving good partnership working is to learn together and the **Nottingham Leadership Transformation programme (NLTP)** is designed to do just that.

The Nottingham Leadership Transformation programme is a 10-day leadership transformation programme co-designed with the Nottingham Business School at Nottingham Trent University.

The programme is an exciting new learning and development opportunity for middle to senior managers within the council and for managers in our partner organisations, **Nottinghamshire Police, Nottingham Fire & Rescue** and the **NHS**. The programme will be delivered in Loxley House and Police and Fire Service new joint Head Quarters Joint Headquarters | Sherwood Lodge | Arnold | Nottingham | NG5 8PP.

The City Council and our partners are passionate about this new programme and honestly believe it is a great opportunity to learn, think, reflect and develop new ways of working together. It is exciting to do this learning and development with our partners."

James Rhodes

**Acting Assistant Chief Executive / Director of Policy, Performance and Communications
Nottingham City Council**

What's in it for me?

Participants on the Nottingham Transformation Leadership Programme will:

- have the opportunity for personal development
- experience action learning sets with your colleagues and partners from the Police or Fire Service
- learn how to develop project strategies and manage risk
- under take practical project and team working
- explore ways to examine culture, values and communication
- develop and understand design thinking and the value of the 'Sprint' methodology
- have three group team mentoring sessions during the programme
- have the option of accreditation on the completion of the programme from NTU.



The Nottingham Leadership Transformation Programme will run from 1 February 24 to 23 October 24.

Programme Overview

The **Nottingham Leadership Transformation Programme (NLTP)** is a **development opportunity** for middle to senior managers.

The programme will take place over nine months and consists of **10 days taught input**. The programme will run from **1 February 24 to 23 October 24**. It begins with an Induction Day followed by four units (two days per unit) and ends with a Conference Day of project presentations and a celebration of learning.

Participants will also get involved in group work and action learning sets outside of the teaching days, with an expectation they will contribute to the councils ongoing change and improvement work once graduated.

Programme Activity

Dr Mel Bull from the Nottingham Business School (Nottingham Trent University) will lead the delivery of the 10-day programme, with experts in their field delivering the unit content.

All programme dates will be delivered in Loxley House or at Police and Fire new joint Head Quarters.

- **Welcome to the Programme / Personal and Professional Development (one day)**
- **Unit 1: Leading in Organisations and Systems (two days)**
- **Unit 2: Managing Projects in a Business Environment (two days)**
- **Unit 3: Communications, Engagement and Building Successful Relationships (two days)**
- **Unit 4: Innovation and Creativity in a Business Environment (two days)**
- **Conference day: Celebration of Learning and Project Presentations (one day)**

In addition, participants will have the following opportunities:

- Presentations from senior leaders from across the partnership
- Action Learning Sets with academic mentor support for three x 1 hour sessions per group
- Expected to get involved in change and improvement projects across the council.

Course Activities / Timelines

Dr Mel Bull from the Nottingham Business School (Nottingham Trent University) will lead the delivery of the 10-day programme, with experts in their field delivering the unit content. Full course details are below:

▶ **DAY ONE: 1 February 2024** (The Council House, Market Square) **Delivered by: Dr Mel Bull**

Welcome to the Programme / Personal and Professional Development **(One day)**

This session will open with an outline of the programme and explanation of the core values and strategic intent of the programme.

The day will focus on specific skills to include understanding self, reflective practice, and personal development, learners will analyse their own skills and create a development plan focused on their practice in the workplace.

This session will be used to organise the teams into 4 action learning sets – these learning sets will be made up of staff from cross-department/organisation. Each learning set to have a dedicated academic mentor to meet with them three times over the programme to discuss any developmental areas, review development plans and to offer support.

▶ **UNIT ONE: 14 & 15 February 24** (Loxley House, Station Street) **Delivered by: Prof. Molly Painter/Dr Elmé Vivier**

Leading in Organisations and Systems **(Two days)**

The unit would focus on leading in organisations and systems and will provide the tools for systems thinking and develop the capacities for leading sustainably in complex contexts. The unit brings together cutting-edge research on systems leadership, values and ethical decision making and responsible business leadership.

The main aims are to:

- Understand management and leadership issues and trends in organisations.
- Understand organisations and their ecosystems from a systems perspective.
- Systemically manage ethical risks in the organisation.
- Foster a critical understanding of values and ethical decision-making.
- Support responsible and sustainable employee engagement and performance, individually and in teams.
- Engage in strategic thinking in complex systems.
- Practice collaborative leadership skills and behaviours.

▶ **UNIT TWO: 24 & 25 April 24** (Venue TBC) **Delivered by: Dr John Israilidis**

Managing Projects in a Business Environment **(Two days)**

Focused on managing and leading projects, this unit would incorporate the concepts of stakeholder engagement, decision making in project management, managing risk, and governance (noting this should not be focused on Prince 2 techniques).

The main aims are to:

- Understand how to develop a project strategy and a set of success criteria for a project.
- Be able to describe the fundamentals of a business case for a project.
- Establish suitable governance and support structures for a project.
- Understand the principles behind planning and the need to produce plans for projects
- Establish a risk aware culture for a project.
- Apply risk management to a project and manage risks within it.

▶ **UNIT THREE: 19 & 20 June 24**
(Loxley House, Station Street)

Delivered by: Dr Mel Bull and Dr Suzanne Ross

Communication, Engagement and Building Successful Relationships

(Two days)

Understanding the barriers and enablers to communication (internally and externally). Exploring the impact of culture and communication on successful working relationships, and staff engagement and motivation. Breaking down barriers in silo working through improved relationship management and partnership working.

The main aims are to:

- Establish current barriers and enablers to communication in practice.
- Evaluate the impact of hybrid working on communication, staff engagement and motivation.
- Review working practices and develop strategies to improve culture, communication, and staff engagement.
- Understand how to develop and maintain strategic partnerships
- Leadership in political complexity

▶ **UNIT FOUR: 4 & 5 September 24** (Loxley House, Station Street)

Delivered by: Paul Wreaves

Innovation and Creativity in a Business Environment

(Two days)

Developing the learners understanding of the concept of innovation, the entrepreneurship mindset, scenario planning and visioning including the use of reflective practice to focus on learning and continuous development.

Starting the module with a Design thinking element (Empathise, Define, Ideate, Prototype, Test) and then running a Sprint (Map/Understand, Sketch, Decide, Prototype, Validate) to solve a real issue within the council/department. The aim would be to understand the Sprint process and upskill to deliver internally. Elements of the Sprint could be completed during the session.

The final session of the day would be to set a consultancy challenge/project for each group to work on and their findings would be delivered at the final conference day (drawing on the learning from all 4 units).

The main aims are to:

- Understand the concepts of entrepreneurial and intrapreneurial mindsets.
- Utilise concepts such as scenario planning and visioning.
- Understand Design Thinking and Sprint methodology and apply in practice.
- Use of reflective practice to focus on continuous improvement.

▶ **Wednesday 23 October**

Conference Day

Final hand in date for reflective report: 11 November 24

Information on how to apply for the **Nottingham Leadership Transformation Programme**.

Eligibility

The programme is aimed at **Service Level Leaders** (Heads of Service and Managers grades I-K). We will be asking leadership teams to identify potential candidates and make nominations.

We advise nominations to be c.1-2 Heads of Service and 3-4 managers from each Directorate, which can then be selected for the programme.

Application Process

- ▶ Read this programme brochure to find out more about the programme - what it is and when it will be happening
- ▶ Fill out the application form, which you can download from the intranet, or get from your manager.

Selection

After the application deadline, the applications will be reviewed by a panel from Transformation, Policy and Strategy and Organisational Development.


Accreditation


On successful completion of the programme, candidates will be accredited with **20 Level 7 credits** for the module **Leading People and Innovation in Organisations** and these credits can be used for recognition of prior learning on the **Senior Leader Apprenticeship/EMBA programme** within Nottingham Business School.



Contact us

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