



## Leadership Development to Senior & Middle Managers

### Business challenge

Our client is an ALMO in the social housing sector with more than 30,000 homes and a diverse range of stakeholders.

Operating within a complex environment they faced an operational performance challenge from increasing efficiency pressures. Our client had to improve its organisational performance, change its culture, and deliver a challenging agenda over a 10-year partnership with the local Council.

A decreasing budget and increasing demands from stakeholders and customers created a strategic, organisational development environment where proper and careful planning was required.

Additionally, the 'Decent Homes' and 'Green Agenda' added to the need for our client to be one step ahead, with a strategy delivering 1st class outcomes with cost-efficient processes.

A change of Chief Executive created a platform to communicate a reinforced direction but required careful embedding into the thoughts and actions of senior internal stakeholders.

### Our approach

Bourton Group engaged with both the former and new Chief Executive, Board, and Executive Management Team (EMT) to shape the strategy, its deployment, and embedding into directorate and departmental plans.

Focused workshops with EMT identified direction and alignment to the partnership vision, the Council's strategic objectives, and plans of various partner bodies. Alongside the internal Business Improvement Team, we co-created a planning process, common structure, and process; driving overall direction into directorate plans.

Working with the Director of Organisational Development, we designed an engagement process for 54 senior leaders to create an understanding of direction and process, developing greater content and detail.

The resulting programme 'iNspire Change' was launched.

The programme had four phases generating greater clarity, efficient resources, better performance management, and an engaged workforce.

A modular approach concentrated on developing better Focus, efficient Structure, application of Discipline, and developing Ownership (FSDO).



**FOCUS**  
Creating and sharing the vision. Without these, there will be wasted effort and energy and misaligned activity.



**STRUCTURE**  
Building the organisation and approaches required to deliver the vision and business objectives with clear roles, responsibilities, methods, and processes. Without these, there will be inconsistency, duplication, and omission.



**DISCIPLINE**  
Setting standards and consistently managing systems and procedures. Without these, there will be variation and conflict.



**OWNERSHIP**  
Devolving responsibility, authority, and accountability; reinforcing the positive and challenging the negative behaviours. These, coupled with ongoing review and continuous improvement, will ensure engagement and ongoing development.

### Outcomes

- Strategy linked to HRA Business Plan to deliver "Homes and Places where people want to live"
- Corporate and Directorate Goals, Objectives, Strategies, Plans, and Actions aligning individual actions to corporate intent
- Developing structures and approaches to delivery, taking a Lean approach ensuring efficiency, effectiveness, and reduced waste
- Embedding of Covalent, performance measurement and monitoring approach, ensuring tracking of activity to KPI's
- Improvement Activity to develop each Directorate's Focus, Structure, Discipline, and Ownership
- The staff engagement process for strategy communication, including a current state evaluation of staff engagement



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Bourton adopted an active and pragmatic approach to internal controls. A one-page Quad of Aims (QoA) was developed with the client to scope the work. Each element of support was broken into sub-projects with defined objectives and clear ownership within our consulting team.

Client and stakeholder sign-off was achieved early in the process through engagement in programme design. Regular meetings were held ensuring anticipated and required outcomes were linked to activity and aligned toward organisational outcomes.

Detailed project plans were reviewed ensuring planned activity was delivered in time and within budget, and required variation was considered as close to the event as possible.

We asked that at EMT level, our client allocated a lead to ensure progress was made. Overall sponsorship rested with the Chief Executive. Programme management was carried out by the Director of Property Services and the Director of Organisational Development. A direct link was made to the Board and Chair ensuring ongoing engagement.

The QoA remained a live document, focusing activity on what was required to deliver benefits. Benefits tracking and realisation were adopted with internal and external measures established.

Measurements were qualitative and quantitative e.g. business strategy delivery against timetable, directorate strategy development and deployment, engagement surveys, and culture profiling.

The adoption of Covalent is being evaluated and performance regarding effective planning and operations measured using the KPIs linked to Covalent. Bourton Group measured the impact of the programme on Leadership Wastes through performance in generating Focus, Structure, Discipline and Ownership.

Excellent partnership working to deliver a first-class programme (8.81 out of 10 for stage one evaluation) on time and within budget. Partners from Bourton Group have been professional throughout- available, flexible, knowledgeable and reliable. Genuinely interested in the business without being over bearing or too pushy!! They showed patience and understanding when progress may have been slow at our end.

Head of Learning & Development

### Value delivered

Bourton Group delivered a Leadership Development programme that:

- Incorporated the business strategy
- Aligned senior managers
- Introduced a corporate planning process with better focus.

The corporate planning process was quickly adopted, with directorate activity aligned and Covalent adopted as the tool for measuring planning and aligning corporate plans, and departmental and individual objectives.

An Away Day proved successful to align Board Members to the process and their emerging roles. The process was further rolled out to an additional management tier so that middle managers and team leaders are engaged and developed within the same framework.

Bourton Group went on to provide additional assistance utilising Lean to deliver the most appropriate structures and ways of working to ensure cost-effective delivery of core services.

Our client has since achieved the Investors in People Gold Standard, with particular reference being made to the development of its leaders and its leadership.



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