**Leadership Collaborative - Questions and answers (22\textsuperscript{nd} July 2016)**

<table>
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<th>Question</th>
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<td><strong>What is the purpose of the Leadership Collaborative?</strong></td>
<td>The Leadership Collaborative is not a course or a standard leadership development programme. Whilst it is designed to develop senior leaders to equip them with the attitudes, skills and behaviours needed to operate collaboratively and effectively across organisational boundaries, it is not just about the personal development of individuals. Rather it is about senior leaders coming together to tackle wicked issues and deliver improved outcomes for the public, and using the learning from this work along with the expert teaching on the programme to develop themselves and develop a more collaborative culture for public service delivery.</td>
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| **Who is the programme aimed at?** | Chief officers have flexibility in who they nominate. Some may want to nominate rising stars, others may want to nominate people who are already in senior leadership positions (e.g. at director level). It may even be that some chief officers want to attend themselves. The important point is not the grade level but that they should be the right people – i.e. have the commitment and the right attitudes and leadership behaviours to make a success of the programme. Whilst there is no specification of grade levels, the people attending should be sufficiently senior to achieve the impacts we are collectively seeking from the programme, as this is not just about the personal development of individuals (see previous answer). We are therefore proposing the following criteria (as guidelines) for nominating participants – we are looking for participants that:  
  - Have the leadership behaviours, enthusiasm and commitment to make a strong contribution to the programme and to get a lot out of it  
  - Are in a role currently, or likely to be in one in the near future, where they |
can use the learning from the programme to make a real difference to improving outcomes at a strategic level

• Have the support from their chief officer/executive to participate in the programme (including payment of participation fee where appropriate)

• Are able to make the time commitment for the programme and able to attend on the key dates we have confirmed so far.

There is not a requirement or expectation that leaders should be in roles linked to the specific challenges/issues that the Collaborative will be working on (see below). The idea of the Collaborative is that senior leaders will be able to bring their experience, energy and insights to bear on the specific challenges they are working on regardless of the topics.

| How many people can we send on the programme? | We have not set a cap or quota for individual organisations or sectors. But we are limited to 50 people overall and we want there to be a balance across organisations and sectors and also to reflect equality and diversity across the cohort. |
| What will be different as a result of our people having attended the leadership collaborative? | There are multiple benefits for individuals and their sponsoring organisations in participating in the Collaborative:
• You will be part of a group of leaders achieving better and more cost-effective outcomes for local people on issues that matter to them
• Participating leaders will develop the skills, attitudes and behaviours to be more effective collaborative leaders and deepen their relationships with other leaders across public services
• You will be part of a wider agenda of changing the culture and effectiveness of public services in Greater Essex |
| Who is delivering the programme? | The programme is being delivered by Frontline (http://www.frontline-consultants.com). It will include support and facilitation from their experienced consultants as well as a series of masterclasses from external experts. |
| What are the challenges/issues that participants will be working on? | These are still in the process of being developed and agreed by sponsoring leaders. But broadly participants will be working on issues that meet the following criteria:
• Wicked or complex issues that cut across organisational boundaries and require collaboration and whole system working to address.
• Addressing the issue will have a tangible impact on residents and communities and/or support key strategic priorities for public services in Greater Essex.
• We need a step change in the scale and pace of collaboration on this issue to deliver better outcomes and reduce costs and there is an |
appetite to do things differently.

- A cohort of leaders can realistically make a difference on this issue over a 12-month programme.

We will be able to provide further information on the challenges/issues in due course.

| What will the selection process for applicants be? | We will not be running a selection process deciding on the merits of individual applications. We recognise that chief officers/executives will have put forward those people from their organisations who they think will best contribute to the goals of the Collaborative and benefit from it.

The questions on the application form have therefore been included not to help us select applicants but to help applicants think through what they want to bring to and get out of the programme.

If the number of applications exceeds the 50 limit or if adjustments are needed to ensure organisational/sectoral balance or equality and diversity, then we will make recommendations to the sponsoring leaders about the appropriate shape and balance of the cohort. But it will still be left to the chief officers/executives of organisations to make the decisions on who they want to send on the programme within the overall context of appropriate numbers and balance.

If the number of applications exceeds 50, we will set up a waiting list of applicants who could be on the next round of the Leadership Collaborative if it is decided to continue the programme beyond the first year. |
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| What is the cost of participating in the programme? | The fee for participating in the programme will be £1,000 +VAT per participant. Participants from the voluntary and community sector will be exempt from the participation fee. |
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| What time commitment is required from participants | Participants will be expected to attend all of the scheduled events/sessions set out in the course programme (see separate attachment). The only confirmed date in the diary at the moment is the Launch Pad event on 11th October and further dates will be confirmed shortly. In addition to the scheduled events/sessions, participants will be required to do additional work on the challenges/issues they are working on. Our best estimate is that the total time commitment is likely to be ½ day a week for the duration of the Collaborative. However, this is an overall average not a requirement each week and our experience is that groups often use some time outside of working hours (e.g. meeting up in evenings) to limit the impact it has on their work. Nonetheless, we recognise that the Collaborative is a substantial time commitment and it needs to be to achieve the intended outcomes. We therefore encourage chief officers/executives to take this into account when choosing who to nominate for the programme; and to discuss this with their nominees to make sure that they understand the time commitment and have the support they need to manage this alongside their day-to-day work. |