Inspirational Leadership
Tips to support new managers in Social Work

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Purpose

- Share easy ways to provide inspirational leadership
- Share practical techniques
- Share pitfalls
- This is not a lecture on leadership so I won't be describing different types of leadership such as systems leadership

Southend Context

- 30 miles to the east of London
- Southend is a unitary authority with a population of approximately 172,000 people and a 0-18 population of approximately 40,000
- Southend has a mix of very affluent and very deprived areas, 9 areas are within the 10% most deprived in the country
- The borough is not very large but has the highest population density of any borough outside of London.
- Historically high numbers of LAC
- Historically adequate inspection outcomes
- Historically approximately 34% turnover rate of frontline staff and team managers

Current position

- Turnover rate of 10% in 2014/15 – national average is 22%
- People stay here
- Low numbers of agency workers – 12 across my service, nearly all team managers are permanent
- Manageable caseloads
- Innovation is supported

Current position

- Duration of care proceedings reducing and in 2014/15 stood at 25 weeks

- Excellent performance on securing permanence

- Assessment timescales have been at above 90% completion in 40 days since March 2014

- Early Help has been well embedded

- Strong inspection outcomes

- Good feedback from safeguarding peer review.

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Why does engagement matter?

"employees who work for an engaging organisation get an organisation they feel **proud** to work for, managers who are more likely to **listen** and **care** for them, leaders who listen to and inspire them, more **opportunities** for personal growth, teams that **support** each other. They are likely to perceive the deal they get from their employer as **positive** and they get **lower levels of stress** and a better work life balance" *McLeod Review*

Removing barriers to engagement

- Agree this is a priority
- Behaviour consistent with values – integrity and authenticity
- Regular direct communication – town hall meetings
- DCS and Head of Service go on home visits
- Executive Councillor visits the teams on a fortnightly basis
- Chief Executive observes CP Conferences

Removing barriers to engagement

- Service Plan takes account of feedback
- Giving power and decision making to teams
- Supporting innovation
- Effective and supportive challenge in relation to behaviours
- Regularly reminding the service of what has been done

Be seen to be your commitment

- Megan is a 19 year old care leaver completing a level 2 apprenticeship

- She spoke at our Virtual School achievement awards

- We paid for her outfit for the evening

- DCS wants to support Megan to progress in her career

- We have asked HR to change an in house process for Megan so she can move into paid employment

- We have worked across 3 service areas and 2 departments.

Be aware

- Culture eats strategy for breakfast
- Teams and individuals can easily be silenced and shut down
- Multiple avenues for engagement to avoid this
- Stress does not bring out the best in anyone

Measuring impact (or how to sell the approach)

- Retention
- Adaptability
- Courage
- Ownership
- Performance
- Engagement survey – 84% positive rating, 14% higher than in 2011, 26% higher than national benchmark