



Good Manager's guide

An overview of what makes a good manager
and the support and tools that are available to you

Introduction

Employing good managers is essential for any successful organisation. At Hammersmith & Fulham and Kensington and Chelsea, we know that fostering an environment for excellent management is vital for fulfilling our vision of delivering great local services through quality, innovation and leadership.

...but we also know that you don't become a good manager just by taking on the title.

Managerial jobs differ from department to department and may involve elements of staff management and development, change leadership, contract management or the management of functions. Being a good manager is not about scheduling time once a month to get the job done: it's a full-time profession in itself.

It requires a demanding mix of skills and behaviours. It's about leading people, taking action, making tough decisions where required and getting the best out of resources beyond your own efforts – a big responsibility.

These are challenging times and we ask a lot of our managers, but we also have a full range of tools and support available to help you along the way. This guide describes what makes a good manager and shows you how to access the tools and support available to help you become the best manager you can be.

The way we deliver our services is under constant review to ensure that we deliver the best value for our residents. This means that we have to be ready to adapt and change our ways of working. A significant change for 2014 is the move to a Managed Services solution for our HR, Payroll and Finance transactional services resulting in these being delivered by an external organisation. For managers this will mean easier access to important management information as well as a change in the way we access these services.

Due to the importance of good management within the Bi-borough councils, managerial and leadership behaviours are reviewed as part of the appraisal process where support and



challenge can be given and performance rated formally. This guide highlights important requirements of your role, so please familiarise yourself with them and watch out for new material as this guidance is updated.

The Good Manager's guide should also be read in conjunction with the more detailed local policies, procedures and guidance, which you can [access on TriBnet by clicking here](#).

Thank you,

Nicholas Holgate
Joint Chief Executive

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Section one



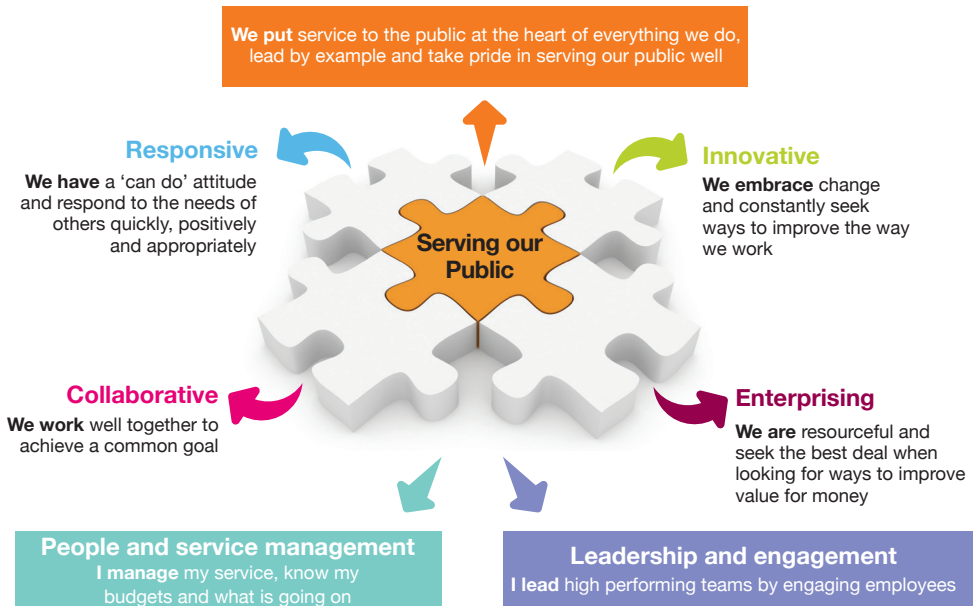
Tri-borough values and behaviours

Our values and behaviours were developed through robust conversations with hundreds of employees across the Tri-borough councils. The key themes that came out of those conversations are encapsulated in the values we have today. They highlight the ways of working that are valued across Tri-borough and which support us to work together effectively to deliver our vision.

As a manager you are expected to be a role model for the values. You should also

use the values regularly – both formally and informally – to give praise and developmental feedback to your direct reports.

Behaving in line with these values unites us and helps us to maintain our success in our Bi- and Tri-borough partnerships and in delivering great local services.



The examples below are not exhaustive, but help to illustrate what our values actually mean in practice.

Good managers first and foremost demonstrate the values themselves. They also help their staff to understand these behaviours by giving praise, developmental feedback, challenge and support.

The best managers understand how their own behaviour can affect those who work within their teams, and actively promote a positive and productive team environment.

Values and behaviours all Bi-borough staff should demonstrate:

Innovative

We embrace change and constantly seek ways to improve the way we work:

- ✓ I look for better ways of delivering my service to add value for my customers and the taxpayer
- ✓ I am open to new ideas and encourage a creative environment where these can emerge
- ✓ I make things simple and easy-to-access for my customers/residents
- ✓ I embrace change and build on new opportunities that emerge
- ✓ I act as a role model exploring all sectors and adopting best practice to deliver my service

Not helpful:

- ✗ I have always done it this way and that's how it will be done
- ✗ I am unwilling to adapt my response to different situations

Responsive

We have a 'can do' attitude and respond to the needs of others quickly, positively and appropriately:

- ✓ I listen, acknowledge what is needed and respond promptly and appropriately
- ✓ My actions and decisions are informed, balanced, reasonable, transparent and well explained
- ✓ I take responsibility for my actions and enable others to take action or make decisions too
- ✓ I anticipate and plan to meet future needs
- ✓ I seek regular customer feedback on how my service is received and make improvement where is needed

Not helpful:

- ✗ I apply the same solution to all
- ✗ I put off resolving problems or pass them on to someone else

Collaborative

We work well together to achieve a common goal:

- ✓ I am sensitive to the needs and preferences of others, respect them and adapt my behaviour as appropriate
- ✓ I share knowledge and am open to learning from others
- ✓ I am open to constructive challenge from others and seek and act on feedback
- ✓ I invest time in building and maintaining my relationships with internal and external partners
- ✓ I recognise and show that I value the contribution of others

Not helpful:

- ✗ I expect my view to prevail
- ✗ I dismiss or fail to build on the ideas of others

Enterprising

We are resourceful and seek the best deal when looking for ways to improve value for money:

- ✓ I deliver high quality services in spite of diminishing resources and do not overspend
- ✓ I seek ways to reduce cost and work with others to get better value for our taxpayers
- ✓ I have a commercial outlook and look for ways to generate income
- ✓ I focus on delivering results and outcomes
- ✓ I challenge existing practice to ensure continuous improvement and support new ways of working

Not helpful:

- ✗ I am slow to adapt my ways of working even when doing so will reduce waste and inefficiency
- ✗ I use rules and regulations to block or confuse

Serving our Public

We put service to the public at the heart of everything we do, lead by example and take pride in serving our public well:

- ✓ I set high standards for myself and ensure that
- ✓ I deliver the best possible service that reflects diverse needs
- ✓ I put citizens at the heart of everything I do
- ✓ I enable others to make informed decisions by providing clear and concise information
- ✓ I am aware of my role within the local authority and deliver services in order to balance competing needs
- ✓ I treat others with courtesy, fairness and transparency when delivering public services

Not helpful:

- ✗ I apply the same rules to everyone regardless of circumstances
- ✗ I pay more attention to my own interests than my customers

In addition to the five values and behaviours, managers are also expected to adopt two additional behaviours:

- People and service management
- Leadership and engagement.

People and service management – managing your service, knowing your budgets and what is going on.

Managers should ensure that they manage their service and budgets, designing targets that will challenge their teams and help them to grow, while being flexible enough to adapt to changing external requirements.

Success in people and service management is measured against the following:

- ✓ I encourage my team to improve the service and find opportunities to collaborate with others to maximise performance.
- ✓ I set and monitor stretching targets, whilst supporting people to deliver.
- ✓ I articulate Members' needs and respond to their feedback.
- ✓ I take prompt and fair action to rectify poor performance.
- ✓ I plan, monitor and adapt my budget to respond to changing priorities.
- ✗ I ignore early signs of problems in the hope that they will go away.
- ✗ I do not have performance data, budget information or customer feedback which tells me how my service is performing.

Leadership and engagement – developing a high performing service by showing strong leadership and engaging your employees.

Demonstrating strong leadership and understanding what motivates and engages your staff is essential for any good manager. Ensuring your team understands ‘which way the ship is sailing’ helps them to see how their role fits into the overarching organisational picture, and what the future looks like. A good manager also has the ability to identify where individuals in their team are doing well, where they need help, and how they can be supported to grow. The stronger your employees, the better your team will perform.

Success in leadership and engagement is measured against the following targets:

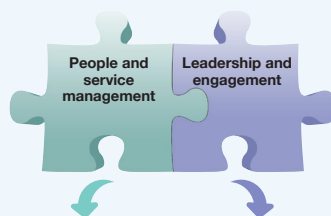
- ✓ I develop and communicate a clear vision and direction for my service.
- ✓ I help staff engage with, and understand the reasons for, change.
- ✓ I coach and build the capacity of my team.
- ✓ I invest time meeting and communicating with staff, including one-to-ones, team meetings and performance appraisals.
- ✓ I make time to understand peoples’ strengths and what motivates them.
- ✗ I only concentrate on getting the task done, rather than building my team to deliver.
- ✗ I do not make time to communicate with staff, as I don’t realise the benefits this gives them in terms of service delivery

If you pay attention to fulfilling the behaviours outlined above, you will create an environment where people can succeed and feel a sense of achievement. Good managers try to exhibit these behaviours as much as they can, recognising that nobody’s perfect and fostering an environment where continuous improvement is encouraged and rewarded.

To find out more about the tools and support that are available around values and behaviours, please visit [the Performance review pages within the HR section of TriBnet](#) and the Learning & Development centre via the RBKC or H&F links at the end of this booklet.

Tri-borough values and behaviours

In addition, for managers:



I manage my service, know my budgets and what is going on

I lead high performing teams by engaging employees

Section two

Helping others to achieve their potential

One of the many behaviours good managers demonstrate is their willingness to help team members become ever more capable.

If you're unsure how to begin, help is at hand. Support is offered via a range of workshops and online information. Please see the end of this section for more information.

To give you a broad idea of how to help others develop, as a good manager you should:

- Encourage and support them, including delegating work to make the most of their skills, and promoting a culture of continuous learning.
- Encourage your staff think about their future career aspirations and what support they may need (including coaching, where appropriate) to achieve these.
- Identify what your employees need to learn now and for future challenges and opportunities.
- Agree a personal development plan and evaluate outcomes for each member of your team following the annual performance appraisal.
- Give all members of your team fair and equal access to learning and development opportunities relevant to their role.
- Ensure that all new staff take part in appropriate local and corporate induction.

Please consider a range of options to help people learn depending on the learning need and the employees' learning style:



Mentoring	Shadowing
Coaching	Secondments and acting up
e-learning	Action learning sets
Networking	Conferences and seminars
Formal training courses	Employment based qualifications
Workshops	Planned delegation
Project work	Reading articles and reports
Research	

One of the most common reasons identified around the world for staff leaving an organisation is their relationship with their line manager (or lack of one). Being a good manager also helps you to retain good people.

And remember every employee – no matter what their role and skillset – has something great to offer... and it's your job to try to find out what that is and help them to develop it.

If you would like help with how to grow and develop your team we have a variety of different workshops and tools to help you along the way. To find out more about the tools and support that are available and the Learning & Development centre via the RBKC or H&F links at the end of this booklet.

Section three



Resourcing options

As part of your role you may be required to undertake recruitment. This can be done in a variety of ways. Before you begin the recruitment process, please take a moment to consider the options we've listed below. You should:

- Consider whether you can recruit from within the three Tri-borough councils before looking to recruit externally – this is part of our commitment to developing internal careers.
- Recruit fairly, transparently and in line with best practice, employment law and [council policy](#).
- Think about others in the team, division or department: do you have 'talent pools' of people who could, with development, apply for a secondment to fill the empty post?
- Consider a range of recruitment options, for example, re-deploying staff, interns, national graduate trainees, volunteers, youth trainees, secondments, apprentices and work experience (graduates or schools).
- Comply with any legislative requirements relating to work status and with council requirements for retaining recruitment records, ensuring that safeguarding requirements are adhered to.

For more information on our recruitment policies and procedures, [click here to visit the HR section of TriBnet](#). If you would like additional training and support around recruiting (e.g. how to conduct an interview) please contact L&D@rbkc.gov.uk

Section four



Health and well-being

The health and well-being of employees are high priorities for both councils. As a manager you play perhaps the most important role – helping to ensure that health and well-being of staff are in mind at all times.

As a good manager you should:

- Understand how your actions as a manager can affect the health and well-being of the individuals within your team. Create a work environment where staff can give of their best and achieve high standards.
- Understand the causes of stress at work and take steps to minimise the causes and risks for staff and take corrective action when needed.
- Keep sickness down by encouraging staff to look after themselves and watch out for one another.
- Model a positive approach to work-life balance by taking actions to avoid burn out.
- Encourage dialogue about sensible and realistic opportunities for flexible working.
- Participate in equality and diversity training and ensure your team members do the same.
- Exhibit zero tolerance to bullying and harassment and seek to rectify any situation where this occurs immediately. .

TriBnet contains a wide variety of information as to how to make sure you're doing your best to put health and well-being of your employees first. The councils also offer courses in a range of subjects from conflict resolution and how to address bullying behaviour to personal development, goal setting and fitness classes.

To find out more visit the Learning & Development centre via the RBKC or H&F links at the end of this booklet and the [TriBnet Health and well-being pages](#).

Section five



Health and safety and managing risks

The health and safety of our colleagues, partners and the public are paramount. We all have a part to play both legally and morally in making sure that the highest standards apply. The Bi-borough councils' aim is to embed a strong culture of health and safety through sensible risk management principles.

As a good manager, you should ensure that:

- all statutory/compliance tasks for which you are responsible are completed and logged as required by corporate codes of practice.
- all relevant risk assessments are in place and documented for your teams and, where appropriate, customers, clients and residents.
- your work environment is regularly inspected, that inspections are documented and that the working environment is safe.
- you and your staff undertake regular health and safety training, as required by law; and
- you have appropriate business continuity plans in place to enable continuing service delivery in emergency situations.

Please visit the Learning & Development centre via the RBKC or H&F links at the end of this booklet.

Section six



Finance, procurement and business planning

Within your role you will likely have responsibilities around finance, procurement and business planning. The base level requirements are outlined below, although you may have more in-depth work to do depending on which role you occupy.

Finance, procurement and business planning may have formed the basis for roles you have been employed in before, even within the Council itself, but please take a moment to familiarise yourself with what's expected of you within these three areas.

The following information refers to the Constitution of each council. These can be found here:

- [Hammersmith & Fulham Constitution](#) (Links to LBHF's website)
- [Kensington and Chelsea Constitution](#) (Links to RBKC's website)

Finance:

- Know and work within the council's Financial Procedure Rules (which can be found within the H&F Constitution, and the RBKC Constitution).
- Manage your service within the approved budget and take remedial action where necessary to stay within budget.
- Be aware of any thresholds relating to key decisions.
- Develop opportunities for increasing income wherever appropriate.
- Use the online systems for recording and monitoring budgetary performance.
- Take an active role in contributing to long-term financial and business planning processes and look for ways of improving efficiency and effectiveness.
- Exhibit the highest standards of probity when dealing with the council's finances.
- Act if you believe there is a possibility of fraud, corruption or poor value for money taking place or rules are being breached.



Procurement:

- Comply with the council's Procurement Procedure Rules and Contract Regulations (which can be found within the H&F Constitution, and the RBKC Constitution) and ensure your staff are aware of their role.
- Take reasonable steps to minimise costs when spending the council's money.
- Raise a purchase order for all items of expenditure.
- Promptly process invoices in accordance with the council's timescales.

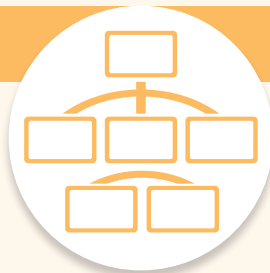


Business planning and decision making:

- When proposing a project or service, making a decision to stop, start or change a service, using evidence (such as the census or user profiles) consider and document the potential impacts, and mitigations if needed, on groups protected by equalities legislation.
- Follow the guidelines in the Constitution (which can be found at the start of this section) relating to key decisions about your service area and in particular where the decision involves income or expenditure of £100,000 or more (RBKC) or £20,000 or more (LBHF), and/or is likely to have a significant impact on the community in one or more electoral wards.
- Consult Legal Services at early stages especially for complex or controversial decisions.
- Input your business plan information into the [new template](#).

If you're unsure about any of the requirements above or to find out more, please contact your local Finance, Procurement or Legal services teams.

Section seven



Data and information

As a council employee you will have access to a range of confidential information – some concerning our service users. Data protection is hugely important and something which all employees must be aware of and take seriously, undergoing specific training where required.

As a good manager, you should:

- Take responsibility for the protection of data under your control.
- Ensure data security (e.g. computer passwords) is implemented within your area of responsibility.
- Ensure that your staff understand the importance of maintaining accurate and up-to-date data.
- Take action where misuse of computer systems takes place.
- Comply with the Data Protection legislation, the council's Data Protection Policy and the council's Secure External Transmission of Information Policy.
- Comply with the Freedom of Information legislation.
- Understand and work to the standards set out in the data quality framework.
- Do not misuse council IT systems (including email).

For more information refer to the [Information Governance pages on TriBnet](#).



Thank you

Thanks for taking the time to read this guide to becoming a good manager. We hope it has been useful in progressing your journey towards becoming the best manager you can be.

And remember, becoming a good manager takes hard work and dedication. The best managers know that no matter how successful they've been in leading and inspiring their teams, there's always somewhere to improve.

Please help us to keep this guide up to date

If you've found this guide useful, spotted any gaps in information or have an idea about how this guide could be improved, let us know by emailing HRInfo&Comms@rbkc.gov.uk

Please click on the links below to visit the Learning and Development centre:

- [RBKC staff, click here to access the Learning Centre](#)
- [LBHF staff, click here to access the Learning Centre](#)