

22 March 2018

## **Highlighting Leadership offer: update**

### **Purpose**

For information and decision.

### **Summary**

This report updates members on our work priorities and engagement figures for the current Highlighting Political Leadership offer.

### **Recommendation**

That the Improvement and Innovation Board notes the progress so far and offers any comments on the Highlighting Leadership work.

### **Action**

Officers to progress this work in light of the Board's comments.

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## **Highlighting Leadership offer: update**

### **Background**

1. The LGA's Highlighting Leadership offer forms part of our wider package of sector-led improvement. We offer a range of programmes, events and resources aimed at supporting and developing councillors at all levels. Attending our political leadership programmes gives councillors a unique opportunity to network with other Members from different tiered authorities and often across the political spectrum. Our managerial leadership development programme starts by growing future talent with the National Graduate Development Programme, through to opportunities for senior officers up to and including the IGNITE programme for Chief Executives.
2. This report provides statistics relating to attendance at our leadership development programmes and commentary on the achievements so far in the 2017/18 work programme.

### **Highlighting Political Leadership**

3. The LGA continues to offer a wide range of development opportunities for councillors. Alongside flagship programmes such as Leadership Academy and Next Generation, the LGA offers specialised masterclasses and residential courses on topics such as scrutiny, finance, children's services and sport. Our catalogue of programmes is regularly reviewed to ensure that it reflects what is relevant within the public sector and meets the needs of councillor attendees.
4. Figures included in this report are correct up to and including February 2018.
5. Highlights so far in 2017/18 include:
  - 5.1 We are on track for another record breaking year in terms of participants – currently 829.
  - 5.2 Increase in gender equality (59% male v 41% female) – 1% increase in female participation from last year and well above the national councillor gender make up.
  - 5.3 Increase in BAME participation in Leadership Academy and Leadership Essentials programmes from 57 in 2015/16 to 72 in 2016/17 and 103 to date this year, showing an increased diversity in our wider programmes.
  - 5.4 Participation on our Leadership Essentials Finance programmes has doubled this year.
  - 5.5 Members taking part in our Children Services programmes have been the highest since the programmes have started.
  - 5.6 This year is currently our highest participation rate on the Leadership Essentials and Focus on Leadership programmes since they started running – 616 to date.
  - 5.7 Eastleigh, Redbridge and South Oxfordshire are new authorities that have participated in our Leadership Academy programmes for the first time this year thereby reducing the number of LGA member authorities that have not sent anyone

on a Leadership Academy prog to 41, although 36 of these authorities have participated in other programmes like Leadership Essentials.

6. 2017/2018 participation figures on the Leadership Academy (LA), Leadership Essentials (LE), Focus on Leadership (FoL), the Leader's Programme (LEAD), Next Generation (NXG) and "Leading Edge" are set out in the tables which follow.

### Political Leadership development programme bookings

	LA	LE	FoL	LEAD	NXG	LEDGE
<b>Labour</b>	59	226	39	3	20	
<b>Conservative</b>	51	253	16	4	20	
<b>Liberal Democrat</b>	9	39	13	1	12	
<b>Independent</b>	21	21	9	0	13	
<b>Total:</b>	<b>140</b>	<b>539</b>	<b>77</b>	<b>8</b>	<b>65</b>	<b>0</b>

	LA	LE	FoL	LEAD	NXG	LEDGE
<b>East of England</b>	7	61	16	0	10	
<b>East Midlands</b>	15	33	9	1	4	
<b>Greater London</b>	17	57	12	3	7	
<b>North East</b>	2	11	1	0	4	
<b>North West</b>	9	66	6	0	8	
<b>South West</b>	19	79	8	3	9	
<b>South East</b>	14	83	11	0	13	
<b>Wales</b>	40	0	3	0	4	
<b>West Midlands</b>	10	90	8	1	3	
<b>Yorkshire &amp; Humber</b>	7	59	3	0	3	
<b>Total:</b>	<b>140</b>	<b>539</b>	<b>77</b>	<b>8</b>	<b>65</b>	<b>0</b>

	LA	LE	FoL	LEAD	NXG	LEDGE
<b>District</b>	47	158	29	1	21	
<b>County</b>	12	84	9	1	7	
<b>Metropolitan</b>	11	120	7	1	12	
<b>London</b>	17	57	12	3	7	
<b>Unitary</b>	13	106	17	2	14	
<b>Welsh</b>	40	0	3	0	4	
<b>Fire</b>	0	14	0	0	0	
<b>Parks</b>	0	0	0	0	0	
<b>Total:</b>	<b>140</b>	<b>539</b>	<b>77</b>	<b>8</b>	<b>65</b>	<b>0</b>

	LA	LE	FoL	LEAD	NXG	LEDGE
<b>Male</b>	89	311	45	6	37	
<b>Female</b>	50	227	32	2	28	
<b>Transfeminine</b>	1	0	0	0	0	
<b>Unknown</b>	0	1	0	0	0	
<b>Total:</b>	<b>140</b>	<b>539</b>	<b>77</b>	<b>8</b>	<b>65</b>	<b>0</b>

Ethnic Origin	2015/16	2015/16	2016/17	2016/17	2017/18	2017/18
<b>White British /</b>	695	<b>90%</b>	534	<b>83%</b>	697	<b>84%</b>
<b>Black</b>	14	<b>2%</b>	33	<b>5%</b>	32	<b>4%</b>
<b>Asian</b>	56	<b>7%</b>	73	<b>11%</b>	95	<b>11%</b>
<b>Mixed Race</b>	3	<b>1%</b>	9	<b>1%</b>	5	<b>1%</b>
	768	<b>100%</b>	649	<b>100%</b>	829	<b>100%</b>

LA = Leadership Academy  
FoL = Focus on Leadership

LE = Leadership Essentials  
LEAD = Leaders Programme

NXG = Next Generation  
LEDGE = Leading Edge

### Next Generation

- This year's Next Generation programmes for each of the LGA Political Group Offices are nearing completion. This year has seen 65 members participate in Next Generation. The programmes have been very well received by members and we will shortly be collecting formal feedback from each cohort to help refine next year's programmes.
- We are currently working on providing opportunities for this year's cohort at LGA Conference in Birmingham in July.

### Be a Councillor

- As part of the LGA's Highlighting Political Leadership offer, we recognise that prospective councillors benefit from information, advice and guidance in making a decision about whether or not to become a local government candidate, and what next steps to take.
- The Be a Councillor campaign focusses on raising the profile of the role of a councillor, with the aim that more people will choose to stand as a candidate; assists councils in their promotion of democracy and councillors in their talent-spotting of prospective candidates; and seeks to find out more about and work to address barriers to people entering (and staying in) politics.
- We are currently working with a number of councils on local Be a Councillor campaigns, including Huntingdonshire DC, Kirklees Council, Lichfield DC, LB Kensington and Chelsea, Test Valley BC, West Sussex CC and Wolverhampton City.
- In this centenary year of the first women's right to vote, we are currently planning a series of events with partner councils and organisations to focus on women as an under-represented group in local government. We are also continuing to develop some pilot events in partnership with young people's organisations to build resources for younger people interested in entering politics and hear about the barriers from their perspective.

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### **Leadership Essentials – “Masterclasses”**

13. It has been previously reported that a new style of political leadership workshop would be introduced. A key aim of the new masterclasses, which would be no longer than one day in length, was to ensure that the political development opportunities were accessible to councillors irrespective to whether they had a full-time job or caring responsibilities. Therefore, these masterclasses have been scheduled in different regions (e.g. South West, North West, West Midlands and London) and with some on weekends.
14. In 2017/18 the following masterclasses have taken place:
  - 14.1 New Conversations (consultation and engagement) in London and Leeds.
  - 14.2 Collaborative Partnerships in London.
15. The following masterclasses are scheduled:
  - 15.1 Collaborative Partnerships in Bristol on 24 March.
  - 15.2 Emergency Planning and Civil Resilience in Birmingham on 15 March.
16. The feedback from these masterclasses has been positive, however, it should be noted that while there has been demand for masterclasses this has not translated to the level of bookings that were expected. The Leadership & Localism Team remains committed to offering a range of political leadership development opportunities that are accessible and relevant to the changing political environment. Work is currently underway to review how programmes are marketed, in particular to councillors who are not currently in leadership positions. Views and suggestions from the Improvement and Innovation Board are welcomed.
17. Following on from the successful commercial skills programme for senior officers we have planned two masterclasses for councillors to enhance their commercial awareness skills. The first of these has just taken place and was attended by 17 councillors with a second programme scheduled in March. Following a review of the feedback from these two programmes consideration will be given to running further sessions.

### **Leading Edge**

18. The event planned for March has been postponed until June due to the proximity of the local elections and the availability of expert providers. Following feedback from members of the Board we have revisited the programme and the title for the event will now be: “Mastering Partnerships and Place”
19. Leaders and Chief Executives will be able to explore the big picture issues facing local government and find ways of quickly capturing the complexities of their environment and explaining it simply to others.

### **Online resources**

20. We have recently produced a new e-learning module on housing, which is designed as a basic introduction to how housing provision is managed and financed in the public sector. It looks at the origins of housing provision, where the money for housing comes from and also the likely responsibilities of councils in this area. We have also produced a new

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councillors' workbook on local government finance, which we hope will be a helpful resource for members through council budget setting and beyond.

21. Work is underway on preparing this year's councillors guide ready for councillors following this year's local elections in May. While many parts of the organisation contribute to this extremely important guide, the Leadership & Localism team lead and co-ordinate the delivery and production of it.
22. Future work includes designing and producing a workbook on better engagement with young people.

### **Other Leadership support**

23. The Leadership & Localism team has also been supporting colleagues across the organisation and local authorities in increasing leadership capacity.
24. We designed and delivered a bespoke conflict facilitation and resolution session this month for the Independent Group.
25. We continued to provide the ongoing bespoke support for Rotherham Council members to support their political mentoring and member development aspirations.
26. We have also been helping in designing a bespoke political leadership development plan for Wirral Council.

### **Highlighting Managerial Leadership**

#### **IGNITE**

27. This is a programme for serving Chief Executives which is fundamentally about building relationships across the wider system that lead to enhanced partnership working and improved outcomes for citizens. It is more than a leadership programme, it's about making a fundamental shift in behaviours and attitudes.
28. A second cohort started in November and is now over halfway through their programme. Due to the success and demand for IGNITE we have, this month, started a third cohort.
29. Informal feedback from Chief Executives has been excellent so far.

### **Total Leadership**

30. This programme is aimed at senior officers who are looking to make their next step as a Chief Executive. It runs over twelve months with six, one and a half day, residentials and additional online learning and action learning sets. It is a detailed programme and requires significant commitment.
31. The current cohort's programme started in December 2017 and the LGA funded three places following suggestions and offers via our regional Principal Advisors.

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### **Springboard**

32. This is a fast track, rising talent development programme (similar to the political Next Generation programme). Applications closed at the end of December with over sixty expressions of interest for a maximum of twenty places. The programme is now underway.
33. As there is clear demand for this programme we will be exploring with our partners, SOLACE, ways in which we could expand this programme.

### **TRANSFORM**

34. This is a twelve month support programme that includes four residentials and intermodular coaching and support. It is unique in that it helps officers who are leading and implementing change using actual projects that they are delivering in their own council. It is designed for strategic leads of an organisational change programme who will have the opportunity to work with Solace and Newton Europe to apply a tried and tested change methodology to their programme and will be provided with the knowledge, tools and coaching to move the project from initial scoping and assessing through to implementation stage.
35. LGA funding will help deliver this programme for ten participants with the programme expected to commence in March 2018.

### **National Graduate Development Programme (NGDP)**

36. A full update report on NGDP was presented at the last meeting of the Improvement and Innovation Board. Since that meeting, Stage 2 of the recruitment process for 2018 intake has drawn to a close. 360 candidates have successfully progressed to assessment centres which are taking place in March in London and Preston.
37. There are currently over 85 places confirmed for 2018, with registration for councils open until the end of March. It is anticipated that approximately 120 places will be offered to graduates in 2018.

### **Commercial Skills**

38. Following a set of successful pilot programmes of commercial skills training for officers in councils, delivered in conjunction with the Institute of Directors (IoD), we are running two more cohorts of this programme.
39. This will conclude our contract with the IoD for the programme. Future options will be appraised at the appropriate time with regards to future commercial skills training.

### **Implications for Wales**

40. There are no implications for Wales. DCLG grant is for England only. In Wales improvement work is provided directly by the WLGA.

### **Financial Implications**

41. There are no additional financial implications arising as a result of this report. All programmes will be met from existing budgets.

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**Next steps**

42. Officers will progress the work in the light of members' guidance.