

16 July 2018

Highlighting Leadership offer: 2017/18 final outturn & 2018/19 work priorities

Purpose

For information and decision

Summary

This report updates members on final engagement figures for the 2017/18 Highlighting Political Leadership offer and provides, for decision, a proposed work programme for the 2018/19 session.

Recommendation

That the Improvement and Innovation Board notes the outturn figures for 2017/18, approves the work plan for 2018/19 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: 2017/18 final outturn & 2018/19 work priorities

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 with the flagship IGNITE programme.
2. This report provides statistics relating to attendance at our leadership development programmes and commentary on the achievements for 2017/18 and sets out the work priorities for the 2018/19 session.

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. Highlights for 2017/18 included:
 - 4.1. The highest total of participants in the last ten years of leadership programmes – 844, including Wales;
 - 4.2. Participation on our Leadership Essentials is the highest ever. This is primarily due to increased participation on our Children, Finance and Effective Scrutiny programmes;
 - 4.3. BAME participation on our Leadership Academy and Leadership Essentials programmes has increased and has sustained last year's levels across all programmes;
 - 4.4. We have maintained the level of 95 per cent of participants saying that our programmes "fully achieved" or "largely achieved" their objectives in our feedback monitoring; and
 - 4.5. We have maintained the level of 96 per cent of participants saying that attending our programmes made them more confident in their leadership role "to a great extent" or "to a moderate extent" in our feedback monitoring.
5. 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 - Stats 2017-18 as of 31 March 2018

	LA	LE	FoL	LEAD	NXG	Total
Labour	58	233	39	3	20	353
Conservative	49	255	16	4	20	344
Liberal Democrat	9	48	13	1	12	83
Independent	20	22	9	0	13	64
Total:	136	558	77	8	65	844

	LA	LE	FoL	LEAD	NXG	Total
East of England	7	34	9	1	10	61
East Midlands	15	62	16	1	4	98
Greater London	16	59	12	3	7	97
North East	2	11	1	0	4	18
North West	10	66	6	0	8	90
South West	18	89	8	3	9	127
South East	14	85	11	0	13	123
Wales	38	0	3	0	4	45
West Midlands	10	93	8	0	3	114
Yorkshire & Humber	6	59	3	0	3	71
Total:	136	558	77	8	65	844

	LA	LE	FoL	LEAD	NXG	Total
District	47	162	29	1	21	260
County	12	87	9	1	7	116
Metropolitan	11	124	7	1	12	155
London	16	59	12	3	7	97
Unitary	12	112	17	2	14	157
Welsh	38	0	3	0	4	45
Fire	0	14	0	0	0	14
Parks	0	0	0	0	0	0
Total:	136	558	77	8	65	844

	LA	LE	FoL	LEAD	NXG	Total
Male	85	327	45	6	37	500
Female	50	231	32	2	28	343
Transfeminine	1	0	0	0	0	1
Unknown	0	0	0	0	0	0
Total:	136	558	77	8	65	844

	LA	LE	FoL	LEAD	NXG	Total
White British	121	476	48	8	58	711
Black	5	19	8	0	1	33
Asian	10	59	20	0	6	95
Mixed Race	0	4	1	0	0	5
Total:	136	558	77	8	65	844

Ethnic Origin		
White British /	84 per cent	(+1 per cent)
Black	4 per cent	(-1 per cent)
Asian	11 per cent	(+1 per cent)
Mixed Race	1 per cent	(=)

LA = Leadership Academy
FoL = Focus on Leadership
NXG = Next Generation

LE = Leadership Essentials
LEAD = Leaders Programme
LEDGE = Leading Edge

Be a Councillor

- The LGA's Highlighting Political Leadership offer provides support and development to councillors throughout their local government political career. We also recognise that prospective councillors will benefit from access to advice, information and guidance before making a decision about whether or not to stand. 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.
- During 2017/18, the recently refreshed Be a Councillor campaign continued to be popular with campaigns running with Wolverhampton, Kingston Upon Thames, Guildford and Epsom & Ewell councils.

Leading Edge

- A Leading Edge programme was scheduled for the early part of 2018 but unfortunately due to a number of circumstances, including calendar clashes, elections and political considerations, the even was postponed and is now scheduled for the autumn.

Online resources

- E-learning now has over 8250 Members and the number of training options available continues to grow. In the last year, new modules have been introduced on stress management and personal resilience, dealing with complex issues facing residents, commissioning of council services and GDPR. To ensure that our online resources reflect the ongoing changes in local government they are regularly reviewed, and recent revisions have been made to the leadership & engagement workbook to take account of devolution and its effects on councils and communities. New workbooks have been developed on local government finance and commissioning of council services.

Highlighting Managerial Leadership

IGNITE

10. IGNITE is a programme exclusively for Chief Executives to develop their own leadership in light of the changing operating context of local government. It is a collaborative partnership between the LGA, SOLACE, Collaborate and the RSA.
11. Over the past year we have successfully delivered three programmes and the feedback from each cohort has been positive with Chief Executives finding the programme both challenging and engaging.

Commercial Skills

12. Following a successful pilot programme for officers during 2016, the LGA ran a further commercial skills programme for senior officers in 2017 in partnership with the Institute of Directors. The 8 day programme addresses the need for senior officers to understand the challenges resulting from the increasing commercialisation of council services and the development of local authority trading companies and joint ventures.

National Graduate Development Programme (ngdp)

13. The ngdp has had a record year, with almost 3000 candidates applying. We are now in the final stages of the recruitment process for cohort 20, with candidates attending interviews at partner councils. There are 59 councils signed up, which is 6 more than last year. It is anticipated that around 130 graduates will be appointed and starting in their roles in Autumn 2018.
14. As has been previously reported to the Board, ngdp is funded by Ministry for Housing, Communities and Local Government (MHCLG) grant and “topped up” with a fee, paid by participating authorities. All councils in England are entitled to take part in the programme and therefore work is underway to engage more local authorities to ensure that as much of the sector as possible has access to the benefits that ngdp offers.

2018/19 Work Programme

Highlighting Political Leadership

15. With new Memorandum of Understanding (MOU) targets agreed with MHCLG, the work programme will be shaped and focus on those.

Leadership Academy

16. Feedback from the Leadership Academy programmes has been good and suggests that no major changes to content is required. We have spoken with our providers and following MOU discussions we are adding further content on Standards in Public Life and more explicit unconscious bias training.

Next Generation

17. We will continue to look at ways to realise cost savings on sessions that more than one political group office (PGO) wish to run.
18. Feedback from all the PGO's programmes has been good and we will be working with the PGOs to launch their programmes for this year and to help make any changes they wish.

Leadership Essentials

19. Following the successful introduction of some new programmes last year, which will continue this year, there will be limited additions in the work programme.
20. Working with the Government Equalities Office, we are trialling a new programme exclusively for women councillors in the West Midlands which will be a trailblazer event for a new two day event or "weekender" which will be held towards the end of 2018.
21. We will also be running a new Cohesion and Integration programme which will complement our existing offers on Prevent and Counter Extremism.

Leading Edge

22. The postponed Leading Edge programme will be held in the autumn. Leaders and Chief Executives will be invited to come together to discuss mastering partnerships and a sense of place. The event will be across 24 hours, and is set to be held in Milton Keynes.

Be A Councillor

23. We will be aiming to work in conjunction with at least 20 councils over the coming year in developing their own "Be A Councillor" campaign using our current basket of resources.
24. Initial planning is underway for the coming year already with Lichfield and Reigate & Banstead councils and early discussions with many other authorities have started.

Online resources and E-Learning

25. The e-learning and workbook elements of the community leadership offer have been extensively reviewed in the past year. The majority of the workbooks have either been revised or renewed to ensure that the content is consistent and current further revisions are planned to complete this work as well as new topics being considered for the 2018-19 work programme.

Highlighting Managerial Leadership

26. Our offer on Managerial Leadership will include the following:

IGNITE

27. A further two cohorts of IGNITE and possibly a third, time and resource dependent, are planned.

National Graduate Development Programme (NGDP)

28. The ngdp team work programme for 2018/19 will focus on engaging councils in ngdp and promoting the offer to the sector. To help aid this, the official date that councils can register for ngdp has been brought forward to coincide with LGA Conference. Members are requested to champion the benefits of ngdp within their councils.

29. The future financial aspect of the scheme is addressed in a separate report.

Other programmes

30. We will continue our collaboration with SOLACE in delivery of managerial leadership programmes including:

30.1. Total Leadership – a programme for senior officers aspiring to be Chief Executives.

30.2. Transform – A middle managers development programme that is practical based and supports delivery of change programmes within their own council.

30.3. Springboard – A programme that targets rising managerial talent and underrepresented groups.

31. The commercial skills for officers programme, has recently been re-procured and will be offered in a different shorter format of 6 days from autumn 2018.

Implications for Wales

32. There are no implications for Wales.

Financial implications

33. All programmes will be met from existing budgets.

Next steps

34. Officers to progress the work in the light of members' guidance.