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## **Leadership and Localism Update**

### **Purpose**

For information.

### **Summary**

This paper is a progress update for the Board on the delivery of key elements of our leadership development offer.

### **Recommendation**

That the Improvement and Innovation Board note the report.

### **Action**

Officers to action as agreed by Members.

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## **Leadership and Localism update**

### **Highlighting Leadership progress update**

#### **Background**

1. At its meeting in October 2014 the Board requested a more detailed breakdown of information about the number of elected members attending various political leadership development programmes available to them as part of our new Highlighting Leadership offer.
2. All of the new or refreshed programmes established as part of Highlighting Leadership are now up and running. This report provides Board members with an update on the number of councillors who have attended programmes broken down by political group, region and type of council.
3. The report also includes a progress update on the National Graduate Development Programme.

#### **Political leadership programmes overall**

4. At the end of December 2014 a total of **577** councillors from **241** councils had attended or were signed up to attend our various political leadership programmes. This compares to a total of **555** from **249** councils in the whole of 2013/14.

#### **Leaders' Programme (LP)**

5. Nine council leaders from a mix of political parties and types of council attended module one (of three) of our first Leaders' Programme, which took place at Wyboston Lakes in December 2014. A key design principle of this programme is that the content for the second and third module should be based around the specific needs of each individual cohort, which they agree on module one. The leaders on this first cohort have asked for in depth sessions on the following issues/topics:
  - 5.1 devolution
  - 5.2 leader/top team (members and officer) relationships
  - 5.3 demand management and strategies for maintaining acceptable levels of service delivery with significantly reduced budgets
  - 5.4 opportunities to explore and understand examples of excellent leadership practice from outside the local government sector.
6. We have put together programmes covering these topics, including a number of 'expert witnesses' for the leaders to question/learn from, for modules two and three which take place in mid-January and mid-February 2015

#### **Leading Edge (LEdge)**

7. Based on the very successful Leadership for Improvement workshops we ran with the District Councils' Network in 2013/14, these 24 hour events for leaders and chief executives from district councils are focused on working together on developing new

strategies for improvement and transformation. The first event, in late October 2014 was attended by **8** leaders and **6** chief executives, and **10** leaders and **15** chief executives are booked to attend the second programme, which will take place in February 2015.

### **Leadership Academy (LA), Leadership Essentials (LE) and Focus on Leadership (FoL) Programmes**

8. So far this financial year, **92** elected members have registered to attend the **Leadership Academy**, our flagship 3 module programme for councillors holding leadership positions at their authority.
9. **Leadership Essentials** are the 'focused programmes' covering a range of portfolio areas and themes including children's services, adults and social care, health, planning, digital leadership, planning and scrutiny; and three new ones we have introduced this year cover commissioning, finance and effective opposition. To date, **319** members have registered to attend the various Leadership Essentials programmes.
10. Our **Focus on Leadership** programmes, which are designed to provide councillors with a bridge to move from their existing roles to more senior positions at their authority, include a Leadership Development Summer School, the Black, Asian and Minority Ethnic (BAME) and Young Councillors Weekender events. So far **81** members have attended or are registered to attend these programmes.

### **Next Generation (NG)**

11. The Next Generation programme is in its ninth year for the Conservative, Labour and Liberal Democrat Groups. This year, for the first time, we have also run a Next Generation programme for councillors from the Independent Group. All of the 2014/15 cohorts began in the autumn and the final modules for each group will be delivered in January/February 2015.
12. Below are three tables setting out the attendees on each of these programmes broken down by political group, region and type of council:

**Political Leadership programme –Stats  
2014-15**

<i>Political Group</i>	<b>LP</b>	<b>LEdge</b>	<b>LA</b>	<b>LE</b>	<b>NG</b>	<b>FoL</b>	<b>Total</b>
Labour	4	3	43	165	19	53	287
Conservative	3	13	23	131	15	12	197
Liberal Democrat	1	1	5	12	9	7	35
Independent	1	1	21	11	15	9	58
<b>Total:</b>	<b>9</b>	<b>18</b>	<b>92</b>	<b>319</b>	<b>58</b>	<b>81</b>	<b>577</b>

<i>Region</i>	<b>LP</b>	<b>LEdge</b>	<b>LA</b>	<b>LE</b>	<b>NG</b>	<b>FoL</b>	<b>Total</b>
East of England	2	3	10	43	8	11	77
East Midlands	0	2	10	27	4	3	46
Greater London	1	0	7	51	11	24	94
North East	0	0	2	9	1	0	12
North West	2	0	7	34	7	6	56
South West	0	2	7	41	8	9	67
South East	1	8	11	51	6	11	88
Wales	2	0	31	0	4	5	42
West Midlands	0	2	6	33	6	8	55
Yorkshire & Humber	1	1	1	30	3	4	40
<b>Total:</b>	<b>9</b>	<b>18</b>	<b>92</b>	<b>319</b>	<b>58</b>	<b>81</b>	<b>577</b>

<i>Type of council</i>	<b>LP</b>	<b>LEdge</b>	<b>LA</b>	<b>LE</b>	<b>NG</b>	<b>FoL</b>	<b>Total</b>
District	3	18	22	81	11	19	154
County	0	0	10	48	6	7	71
Metropolitan	2	0	6	46	8	9	71
London	1	0	7	50	11	24	93
Unitary	1	0	16	70	18	17	122
Welsh	2	0	30	0	4	5	41
Fire	0	0	1	23	0	0	24
Parks	0	0	0	1	0	0	1
<b>Total:</b>	<b>9</b>	<b>18</b>	<b>92</b>	<b>319</b>	<b>58</b>	<b>81</b>	<b>577</b>

**National Graduate Development Programme (ngdp)**

13. The ngdp team remains busy working with Cohorts 15 and 16, and has begun the Cohort 17 recruitment and assessment process. Cohort 15 have now completed three of their four modules and have less than nine months remaining on the programme. There has been one late addition to Cohort 16, bringing the number of national management trainees (NMTs) to 110 and the number of participating

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councils to 54. The first learning and development module for cohort 16 NMTs will take place at the end of January 2015.

14. The ngdp was represented at 29 universities during this autumn's 'recruitment season' and the programme has a growing following on Twitter. Applications for the programme's national recruitment concluded on 12 January 2015. We received more than 1550 completed applications and a further 2530 registrations of interest, similar to our last intake. All applicants will now proceed to verbal and numerical testing. Those who pass will complete a bespoke situational judgement test and then proceed to an in-person assessment centre if they meet the standard. This combination of online and in-person assessment is a new system, which has been designed for the ngdp and tested by former and current NMTs. We trust it will deliver a more equitable, consistent and rigorous assessment process at a lower cost.
15. Councils have been able to sign up for Cohort 17 of the ngdp since early December 2014. To date, 11 councils have signed up and interest remains high from past partners and new authorities. The deadline for councils to apply is 30 April 2015.