

## Towards an integrated programme for leadership development

### 1. Summary

The IDeA and the Leadership Centre for Local Government both deliver leadership development and support to councils. The programmes of both agencies are largely complementary, but more needs to be done to move this towards a fully integrated LGA leadership development programme. This paper sets out a process designed to align the leadership development work of the IDeA and the Leadership Centre within the LGA Business Plan for 2009/10. This will contribute to the Group Development Strategy by creating an integrated LGA programme on leadership.

### 2. Recommendations

The Board is asked to

1. **Endorse** the approach to integration set out in this paper
2. **Support**, in principle, the proposals for achieving further integration set out at Appendix 2
3. **Agree** to receive regular progress reports on the implementation of the proposals set out in this report

### 3. Action

The IDeA and the Leadership Centre for Local Government will jointly implement the approach set out in this paper and ensure that the new arrangements inform the LGA Group Business Plan for 2009/10.

# **Towards an integrated programme for leadership development**

## **Background**

1. It is now well established that effective interaction between political and managerial leaders is critical to a high level of council performance and the ability to impart positive leadership to their place. The importance of leadership is reflected in the scale of Revenue Support Grant (RSG) investment in leadership programmes by both the Leadership Centre and the IDeA, and also investment by RIEPs and councils. The LGA Group Development Strategy, the rapidly changing context for leadership within local government, and the new regional dimension to the improvement architecture all point to the need to review the current approach to that investment and examine the case for greater integration.

## **Context**

2. This is a time of significant change in the wider environment. The sense that the sector could ride out a short and mild depression through its existing practice has been swiftly replaced with the realisation that the financial environment in which councils operate has already radically changed and will remain unstable for some time. This provides leadership teams with many difficult decisions that must be taken collectively and also the opportunity to look at many existing areas of council practice in a radically different way.

3. The rapidly deteriorating external environment could temper what is otherwise a period of growing ambition within local government. The sustained application of centrally derived targets is progressively being replaced by locally derived priorities. Councils are now at the centre of local partnerships translating community aspirations into a joined up public service response. The new role presents a new leadership challenge. For instance while Councils have been able to deliver real service improvements, they now face the challenge of changing their own behaviour, and the behaviour of their populations, if further progress is to be made on tackling many of the intractable issues that comprise the new outcome measures.

4. At the same time we are at a point in the electoral cycle where politics is back in the fore. This is leading to more polarised views on the route forward and an increasing tendency to explore new areas of policy and their delivery. There is an increasing willingness to challenge orthodoxy and a sense that councils have more confidence to set their political direction than perhaps has been expressed for some time.

5. This indicates a potential turning point for leadership in the sector, considerably raising the challenge and opportunity as financial, political and behavioural pressures come to bear.

### **Current leadership support**

6. For several years now the sector has been served through leadership development programmes and practices provided by both the IDeA and Leadership Centre for Local Government. Their range of offerings is largely complementary but in some cases is overlapping or offers alternative approaches to similar problems. This has led to some confusion at times within the sector, supply industry and elsewhere as to where the best available support is to be found.

7. The changing leadership requirement and the new regional dimension to the sector's improvement architecture further complicate the leadership support picture. Increasingly the partnership dimension to the leadership requirement means that we have to think about joining up our leadership development activities with improvement and leadership bodies working with other local public service sectors (for example the National Police Improvement Agency and the NHS Institute). At the same time the RIEPs have their own leadership development plans/budget reinforcing the need to consider appropriate levels of activity and funding at national, regional and sub-regional levels.

8. The LGA Group Development Strategy (GDS) presents two further challenges to the current approach to the delivery of leadership support.

- Firstly, the process looks to create a single specified body whose work is managed through programmes rather than legal entities. This raises the question as to whether the IDeA and the Leadership Centre will continue as separate entities. In any event, the two bodies now need to operate as if they are part of the same organisation when providing publicly funded services to councils
- Secondly, it is proposed that in future the LGA Group should be rigorous in only offering services where there is a unique contribution to be made.

### **Towards an integrated approach to leadership support**

9. Both the Leadership Centre and the IDeA are keen to move as quickly as possible towards an integrated approach across the central bodies to leadership support. The approach needs to take account of the need to articulate a clear value for money offer, the rapidly changing context and the new improvement architecture. Adopting the "fast as possible" approach the appendices look at how this can be achieved in terms of:

- The degree of synergy between existing programmes and the extent to which this synergy can be enhanced through a shared description of the inter-relationships and common branding (**Appendix 1**);

- An analysis of the immediate development proposals for both organisations identifying the extent to which these can be used to further enhance the synergy between the two programmes providing clarity as to the combined offer and improved value for money (**Appendix 1**);
- An identification of what remains to be done to deliver a completely integrated leadership offer and how this can be achieved (**Appendix 2**).

10. **Appendix 1** describes the current programmes of both organisations and explains how they currently complement each other. In addition, there is a summary of current work in hand to achieve further synergy.

11. Action needs to be taken now to secure further integration – this will include those things which wouldn't happen without harder joint management. A proposed list of actions to secure further integration is set out at **Appendix 2**.

## **Next Steps**

12. If the Board approves the approach set out in this report, and the appendices, the two organisations will produce a detailed leadership development offer with charging arrangements as part of the LGA Group business planning process for 2009/10. Regular progress reports will be made to the Improvement Board.

## **Implications for Wales**

13. The IDeA has an agreement with the WLGA to provide improvement support including leadership development. This includes a specific welsh Leadership Academy. The new integrated offer should maintain this arrangement and the WLGA should be one of the key stakeholders engaged in this process.

## **Financial/Resource Implications**

14. In all £4m of RSG (£2 million for IDeA and £2 million for the Leadership Centre) is committed to building the leadership capacity of the sector with a further £2.2m of fee income for IDeA programmes and £0.5 million of funding for Leadership Centre Programmes from fees and other sources. The proposals in this paper seek to ensure that these resources are used to better effect in meeting the needs of the sector.

Contact Officer: Chris Hume, 0207 296 6133, [Chris.hume@idea.gov.uk](mailto:Chris.hume@idea.gov.uk)



## Appendix 1 – Existing synergy between the Leadership Centre and IDeA leadership offers

1. The managerial and political leadership programmes of both organisations are already largely complementary.

### Programmes for Politicians

IDeA	Leadership Centre
The IDeA provides a range of peer based programmes to assist the development of political leaders mainly in the form of mentoring, local leadership academies and ad hoc support. These are arranged directly with councils and are charged for at full cost	The Civic Pride programme provides political party specific support through the LGA political groups to help councils with specific challenges including change of control. These are available at no charge to political groups and councils
Formal leadership development is provided through the four module Leadership Academy	

### Programmes for Politicians and Managers

IDeA	Leadership Centre
Joint NGDP and Fast Track Programme: one off week-end gatherings of graduate entrants and young councillors to develop knowledge and skills at early stages in careers on working across the political-managerial leadership interface.	Runs Leeds Castle as a programme for experienced council Leaders and Chief Executives to gain deeper insights at a different stage in their career than the IDeA offers. This is offered at subsidy.
1. Bespoke Improvement Services work is top teams  2. LAA Peer Reviews and support	Runs programmes within councils jointly for politicians and officers using specific current problems as a vehicle for building leadership capacity across the organisation. Formerly supported by CBF, these are now charged at full cost.

### Programmes for Managers

IDeA	Leadership Centre
1. Manages the delivery of a range of programmes managers at key stages in their careers from graduate entry to Chief	

<p>Executive Level;</p> <ul style="list-style-type: none"> <li>• The National Graduate Development Programme for Graduate entrants</li> <li>• Future Leaders Programme for aspiring Directors</li> <li>• Get Ahead Programme for ambitious black, asian and ethnic minority managers</li> <li>• The Academy for Advanced Executive Leadership Programme for Directors, aspiring Chief Executives and new Chief Executives.</li> </ul>	
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The greatest potential overlap is between peer based support and Civic Pride, both organisations seek to co-ordinate support and generally there are distinct instances in which fully funded intervention brokered through the LGA Political groups (i.e. Civic Pride) is the best approach to secure engagement and subsequent improvement.

2. To improve the synergies work is already in hand to:
  - (a) harmonise political peer/consultant arrangements between the two organisations to provide a consistent, high quality supply of political peer based support. This is taking place as a result of the Working Party on Peer working chaired by David Parsons.
  - (b) collaboration over nominations for the Leeds Castle programme building on the knowledge of both organisations and ensuring that there is no duplication

### **Development Proposals**

3. In addition both organisations are working on developments to their programmes which will improve alignment and further ways to integrated relate activity as follows:

### **IDeA programmes**

The IDeA has refreshed its leadership development strategy during 2008. As a result it will shift its focus towards enhancing the capacity of the sector to commission leadership development by adopting two roles:

- (a) Market Making – by articulating the needs of the sector and influencing providers to meet this need
- (b) Knowledge Sharing – of best practice, evidence of effective approaches to leadership development and council’s experience of providers, thereby building the evidence base for leadership development

The IDeA will develop a web based interactive data base and platform to enable this information to be shared within these sector.

### **Leadership Centre Programmes**



The leadership centre is developing its leadership strategy following a series of pilots in 2008–09 and to best utilise the collective knowledge within the sector as a result of programmes run to-date. Alongside its existing programmes it will seek:

- a) to work further with councils that are developing innovative solutions to current issues e.g. those created by the new political environment, financial downturn and the need for behaviour change.
- b) to better enable senior political and managerial leaders to work with their counterparts from other organisations to deliver improvements to local services.

### **Enhancing synergy through alignment of the development proposals**

Further work on alignment is underway in three areas:

- (a) the IDeA and leadership centre will collaborate on the development of the IDeA interactive database and platform. This will involve drawing on work previously undertaken at the Leadership Centre to develop a database of providers and identify an approved list.
- (b) the IDeA and Leadership centre will collaborate in building a complementary career long offer to Directors and Chief Executives by aligning their offers and those of key partners such as SOLACE Enterprises who offer several complementary programmes. These would then be marketed to the sector as a complementary range of offers
- (c) further links should be developed between the IDeA peer based programmes and the Leadership Centre's Civic Pride programme with the National Lead Peers providing a common national advisor service to both programmes and project delivery to councils co-ordinated by a lead manager nominated by both organisations
- (d) the IDeA and the Leadership Centre are working with the National Policing Improvement Agency and the NHS Institute for Innovation and Improvement to collaborate in localities where there is development work around leadership of place. It is hoped that this will lead to deeper collaboration on national offers around leadership of places and partnerships.

## Appendix 2 - Achieving Further Integration

It is proposed that the following steps are taken to achieve further integration as part of the 2009/10 LGA business planning process.

- **Management & staffing** – regular joint management meetings of senior staff from both organisations to monitor and review a joint programme. Also staff from both organisations working together on the development and management of programmes
- **Funding (including cost recovery approach)** – the two organisations will need to agree their approach on charging council's for programmes with a rationale for different charging arrangements and non charging applied consistently across all programmes. A single charging strategy for the LGA group will be produced for 2009/10 ensuring that there is no inconsistency across the group.
- **Knowledge base** – the two organisations should work together to agree the perceived leadership needs of the sector over the next three to five years using the data available to both groups (e.g. research for the IDeA leadership strategy paper, work with the party improvement boards, sessions on 'what really works' with Leeds Castle Alumni, Northern Leadership Academy research on leadership development in the public sector, outputs from the NE middle managers programme) Much work on this is already in place so gaining a shared view should be a relatively straightforward activity.
- **Articulating the Local Government Leadership offer** – the two organisations need to articulate clearly to the sector their collective offering to the sector, making clear funding models (as above) and priorities.
- **Coordination with RIEPs** - this will involve working with the LGA Improvement Board and the chief executive's task group to agree what ought to be delivered and funded nationally, regionally and locally (building on the work already jointly done) and how projects that run across these levels are delivered.
- **Business planning** – the two organisations are involved jointly in the LGA family business planning process to ensure leadership features appropriately within the business plan and that the two offers are increasingly coordinated.
- **Stakeholder engagement** - the two organisations will develop a joint mechanism to engage with stakeholders, such as councils, suppliers and CLG to secure their input to shaping the integrated LGA leadership offer.
- **Leadership of Place** - further steps are taken to build a joint offer with the NPJA and the NHS Institute and funds are pooled between the organisations to achieve this.
- **Impact Assessment** - the two organisations will work together on assessing the impact of LGA group programmes on the performance of the sector.