

## **Leadership and Localism Progress Report: May 2012**

### **Purpose**

For discussion and direction.

### **Summary**

The purpose of this report is to update the Improvement Board on the 2012/13 Leadership work programme and new 'offer to councils'.

### **Recommendation**

The Board is asked to note the Leadership and Localism team's programme of work, and to make recommendations regarding its future direction.

### **Action**

The Leadership and Localism team will continue to develop and deliver the programmes in line with this report and any recommendations made.

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### **Background**

1. Throughout 2011/12 the Leadership & Localism team worked to bring together key offers from the various central bodies integrated in the restructuring as well as new offers reflecting the LGA's priorities around leadership development. The aim has been to create a coherent offer to support and develop both the political and managerial leadership capacity of local authorities and of local government as a sector in order to facilitate sector-led improvement.
2. This work has been supported and guided by a Leadership Panel, a sub-group of the Improvement Board which has provided a forum for a more detailed discussion about the offer. The Panel consists of Cllrs Richard Stay (Chair), Roderick Bluh, Ruth Cadbury, Edward Lord, Helen Holland and William Nunn.

### **2012/13 Programme**

3. The purpose of this report is to update the Board on the 2012/13 programme of work and to provide an overview of the offer as a whole as we plan to promote it to councils.
4. The offer consists of two "development ladders", one for political leadership development and one for managerial leadership development, which come together at the top to form a pyramid (see **Appendix 1**) with appropriate programmes at different levels to support leadership development from new entrants to senior strategic leaders.

### **Managerial leadership**

5. Entry level development is provided through the **National Graduate Development Programme**. This programme aims to recruit and develop high quality graduates to provide a pool of future senior managers for the sector as a whole. In response to feedback from councils, the selection process has been redesigned to focus on attitudes and attributes (e.g. commitment to local government) rather than on skills which can be developed on the programme. Similarly the development programme itself has been restructured to cover practical skills and understanding of issues rather than academic knowledge.
6. **PLANNED ACTION:** As well as continuing the development of the programme to make it more practically based and focused on the future leadership needs of local government we will be doing more to promote the scheme to councils and particularly to increase the involvement of councils outside London.

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7. The offer to existing managers consists of a series of external development programmes which have been inherited from the previous central bodies. The general arrangement is that the LGA jointly badges and promotes the programme with the financial risk being borne by the provider. The offer currently consists of three programmes:
  - 7.1 *Strategic leadership in modern local government* (with KBA Solutions) aimed at managers looking to develop into strategic leaders.
  - 7.2 *Academy for Executive Leadership* (with Ashridge Business School) aimed at developing those already in strategic leadership positions.
  - 7.3 To supplement these we also promote the SOLACE *Aspiring future public sector leaders* programme.
8. The rationale for this approach is that there is an existing pool of commercially available programmes aimed at and suitable for public sector managers so that we do not need to involve ourselves in direct provision.
9. **PLANNED ACTION:** We do need to review this provision in 2012/13 to ensure that the programmes are:
  - 9.1 relevant to the existing and future leadership needs of local government;
  - 9.2 sufficiently differentiated in terms of target audience; and
  - 9.3 delivering the best available deal to the LGA in return for its association with the programme.

**Political Leadership**

10. The offer around political leadership development starts with the **Be a Councillor** campaign which aims at encouraging a wider range of people to engage with the process so that the profile of councillors better reflects the communities they represent. Working closely with the LGA Group offices the main focus is on developing and supporting existing councillors as “talent scouts”. The materials to support the programme have just been refreshed.
11. **PLANNED ACTION:** During 2012/13 it is planned to subject the delivery of this programme to tender with the new providers commencing work in April 2013.
12. The offer for **New Councillor Induction** consists of the Councillor’s Guide, a folder provided free to all new councillors that gives an overview of local government, the role of the councillor, key issues and the work of the LGA. A new development in 2011/12 was the provision of a series of “road show” events for new councillors.

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13. **PLANNED ACTION:** Given there are fewer elections in 2012, five are planned for 2012. We are discussing the programmes for the events with the regional LGA bodies to ensure there is no duplication with regional induction activities, the content will be a mix of skills development and issue briefings but the key objective is to explain and promote the role of the LGA in supporting them as councillors.
14. The **21<sup>st</sup> Century Councillor / Community Leadership** offer provides a range of materials and approaches to support local and regional councillor development initiatives to develop councillors to lead their local communities. This includes:
- 14.1 the Member Development Charter;
  - 14.2 the Political Skills Framework; and
  - 14.3 a range of workbooks, podcasts and other materials.
15. **PLANNED ACTION:** During 2012/13 we will be developing a series of skills training packages that councils can use to run their own internal development programmes.
16. **Leadership Academy** is one of the LGA's flagship offers. Delivered on a cross-party basis it focuses on developing the personal leadership capacity of senior councillors (e.g. leaders and deputy leaders, group leaders, cabinet members and portfolio holders, group spokespersons, committee chairs) and those with the real potential to develop and move into such positions. As well as the main programme there are events aimed at specific groups such as young councillors and BAME councillors and a series of focused programmes on specific policy/service areas which are sponsored by the appropriate LGA programme teams.
17. **PLANNED ACTION:** Over 2012/13 we plan to offer up to 9 main programmes and 12 focused programmes. Towards the end of the year we are also due to commence the tendering process for the delivery of the main programme from 2013 onwards.
18. The **Next Generation Programme** is a "fast track" programme aimed at developing young and promising councillors to become the future leaders, not just of their councils and communities but also at a regional and national level. It focuses more on political policy leadership issues and so is delivered on a party group basis with one cohort per year for each group. Although aimed at all such councillors it has been seen as a programme for young councillors. In 2011/12 we commenced a tendering process, in consultation with the relevant LGA group offices for the delivery of this programme and this process will be completed in 2012/13.

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19. **PLANNED ACTION:** It is proposed to market the programme more explicitly at all councillors with the real potential to take on a wider leadership role rather than just at young councillors.

**Joint Leadership Development**

20. The **Leeds Castle** programme is at the apex of the pyramid and provides an opportunity for senior council leaders and chief executives to develop jointly as the strategic leaders of the local government sector at a national level. Participation is by invitation based on recommendations from a range of stakeholders including the LGA group offices.

21. **PLANNED ACTION:** In 2011/12 we commenced a tendering process for the delivery of this programme and this process will be completed in 2012/13.

22. During the course of the year we also offer some events bringing together **NGDP** trainees with participants on the **Next Generation** programme. This is partly to give each more exposure to councillors and officers respectively so that they can explore their respective views on key issues but also to develop their shared experience and understanding as the future strategic leaders of the local government sector.

23. **PLANNED ACTION:** It is proposed to explore how such opportunities can be extended to the alumni of the two programmes as well as the existing participants.

**Financial implications**

24. There are no financial implications beyond those already set out in the work planning and budget-setting process. In delivering the programme the Leadership and Localism team will continue to seek to make savings where possible and to maximise the value of the available budget.