

## **Leadership Programme**

### **Purpose**

For discussion and direction.

### **Summary**

This report sets out the progress on:

1. The tendering process for the delivery of the Leeds Castle programme.
2. The tendering processes for the delivery of the Next Generation programmes.
3. The recruitment of Cohort 14 of the National Graduate Development Programme (ngdp).

### **Recommendation**

The Board is invited to note the progress made and to comment upon the direction taken.

### **Action**

The Leadership and Localism team will note the comments of the Board and take them into account when planning future activities and the further development of the programmes.

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## **Leadership Programme**

### **Background**

1. The Leadership and Localism team delivers a series of programmes to support the development of existing and future leaders, both political and managerial, within local government. Three of the key programmes are:
  - 1.1 Leeds Castle which seeks to develop exiting council leaders and chief executives to provide better leadership for the local government sector as a whole.
  - 1.2 Next Generation which aims to develop councillors with the potential to become council leaders.
  - 1.3 The National Graduate Development programme (ngdp) which aims to recruit and develop a cadre of high quality graduates to create a pool of future strategic managers for local government.
2. The Board asked for a progress report on specific developments within these three key programmes.
  - 2.1 The recruitment of Cohort 14 of the National Graduate Development Programme (ngdp).
  - 2.2 The tendering process for the delivery of the Leeds Castle programme.
  - 2.3 The tendering processes for the delivery of the Next Generation programmes.

### **Leeds Castle**

3. The Leeds Castle programme for the period 2012/14 has recently been subject to a tendering process. The process followed was in accordance with the LGA procurement guidance and followed the advice of the Procurement Officer. The agreed criteria for assessment were:
  - 3.1 Price: Proposed fees and expenses.

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- 3.2 Experience: that their firm has the necessary experience, quality of staff, project management processes and procedures and ability to meet the project specific requirements in terms of:
  - 3.2.1 Capability
  - 3.2.2 Delivery
  - 3.2.3 Quality of Staffing
  - 3.2.4 Design and content
4. Following the open advertisements 21 bids were received by the closing date. These were assessed by an internal team (Howard Davis, Principal Adviser LG Development; Chas Leslie, Programme Manager and Siobhan Coombs, Adviser Leadership & Localism) using the criteria set out in the tendering documentation. Four proposals were shortlisted:
  - 4.1 De Montfort University & SOLACE Enterprises.
  - 4.2 David Bolger Consulting (the previous providers).
  - 4.3 INLOGOV, University of Birmingham.
  - 4.4 First Ascent.
5. The shortlisted teams were invited to present to a panel consisting of: Pascoe Sawyers (Principal Adviser Leadership & Localism); Cllr Helen Holland; Cllr William Nunn and Kim Ryley (Chief Executive Shropshire Council).
6. As a result of the panel presentations and discussion the decision was taken to invite David Bolger, Consulting and the University of Birmingham, to create a joint team to deliver the programme. This was seen as the best way of ensuring the quality and value of the programme.
7. The two providers are currently developing the final programme design and costings based on contributions from both teams. The 2012/13 programme will be launched at the LGA Conference.
8. Costs are still to be finalised but overall will be broadly similar to those of previous years.

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**Next Generation**

9. The Next Generation programme for the period 2012/14 has recently been subject to a tendering process. The tendering process followed was in accordance with the LGA procurement guidance and followed the advice of the Procurement Officer.
10. As the Next Generation programme is delivered in party group cohorts separate providers were sought for each party group and the LGA Group offices were closely involved in designing the process and assessing the submitted proposals. The agreed criteria for assessment were:
  - 10.1 Price: Proposed fees and expenses.
  - 10.2 Experience: that their firm has the necessary experience, quality of staff, project management processes and procedures and ability to meet the project specific requirements in terms of:
    - 10.2.1 Capability
    - 10.2.2 Delivery
    - 10.2.3 Quality of Staffing
    - 10.2.4 Design and content
  - 10.3 Understanding of the relevant party group policies and ways of working.
11. Only one bid was received for each party group, which was disappointing but not unexpected. It was likely due to the requirement for a strong understanding of the relevant party group, alongside knowledge and experience of delivering councillor and/or personal development. So this might reflect the specialist and unique nature of party group based development work. The bids have been assessed and reviewed with the LGA Group offices who are all pleased with the quality of the submissions. The contracts were awarded as follows:
  - 11.1 Conservative: CAD Business
  - 11.2 Liberal Democrat: Association of Liberal Democrat Councillors (ALDC)
  - 11.3 Labour: Political Skills Forum
12. We are now working with the LGA Group offices and the selected providers to develop the programmes. Nominations for the 2012/13 programme were launched at the LGA Conference.
13. Costs are still to be finalised and will be dependent upon the discussions to develop the programme content but overall will be no more than those of previous years.

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**National Graduate Development Programme (ngdp) – Cohort 14 Recruitment**

14. Numbers for ngdp fell in 2011 with only 25 councils offering 47 places for Cohort 13, compared to 82 places across 22 councils in the previous year. The number of applications remained consistent: 2,000 – 2,500 for each year.
15. In order to reduce costs a more targeted advertising campaign was conducted in autumn 2011 to promote the scheme to graduates and final year undergraduates. There was also a much stronger promotion of the ngdp to councils.
16. 2,500 applications were received which were assessed against the set criteria and 600 were taken through to the assessment process. This was done in two stages: the first stage was a written exercise with those who passed this (249) being invited back for a group exercise and role play. The outcome from this has been a final shortlist of 130 who will go forward to interviews with the participating councils.
17. We currently have 43 councils intending to participate in Cohort 14 offering a total of 73 places and for the first time the LGA itself is proposing to take a trainee. There are some councils are still discussing getting involved or in discussions to recruit locally but to participate in the development programme. This could bring the total number of trainees to 80.
18. The final interviews have now started and are expected to be completed by the end of July. We expect to be able to offer each candidate at least two interviews in their preferred regions though this is dependent upon the number of councils in the region participating and the number of applicants each is willing to interview.
19. We expect to have Cohort 14 recruited and in post by 25 October 2012 and an Induction event will be held on 25/26 October at Warwick Conference Centre.

**Conclusion and next steps**

20. All three programmes are progressing to timescale. The Leeds Castle tendering process will be completed once a revised programme and costs have been agreed with the preferred providers. The Next Generation tendering process has been completed. The recruitment for ngdp Cohort 14 is in the final interviews stage.

**Financial Implications**

21. There are no financial implications. All associated costs can be met within existing 2012/13 budgets.