Leadership programmes

Purpose

For discussion and direction.

Summary

The last meeting of the Improvement and Innovation Board asked that a report be brought to
the Board on the future leadership programmes. This report summarises the leadership
programmes of the LGA; suggests some changes for the 13/14 programme and seeks the
views of the Board as part of an on-going review of the programme.

Recommendation

Members are invited to note the proposed leadership activity for 13/14 and provide views on
other changes they would wish to be considered as part of a wider on-going review of the
programme.

Action

Officers to take on board the decisions agreed by the Board.

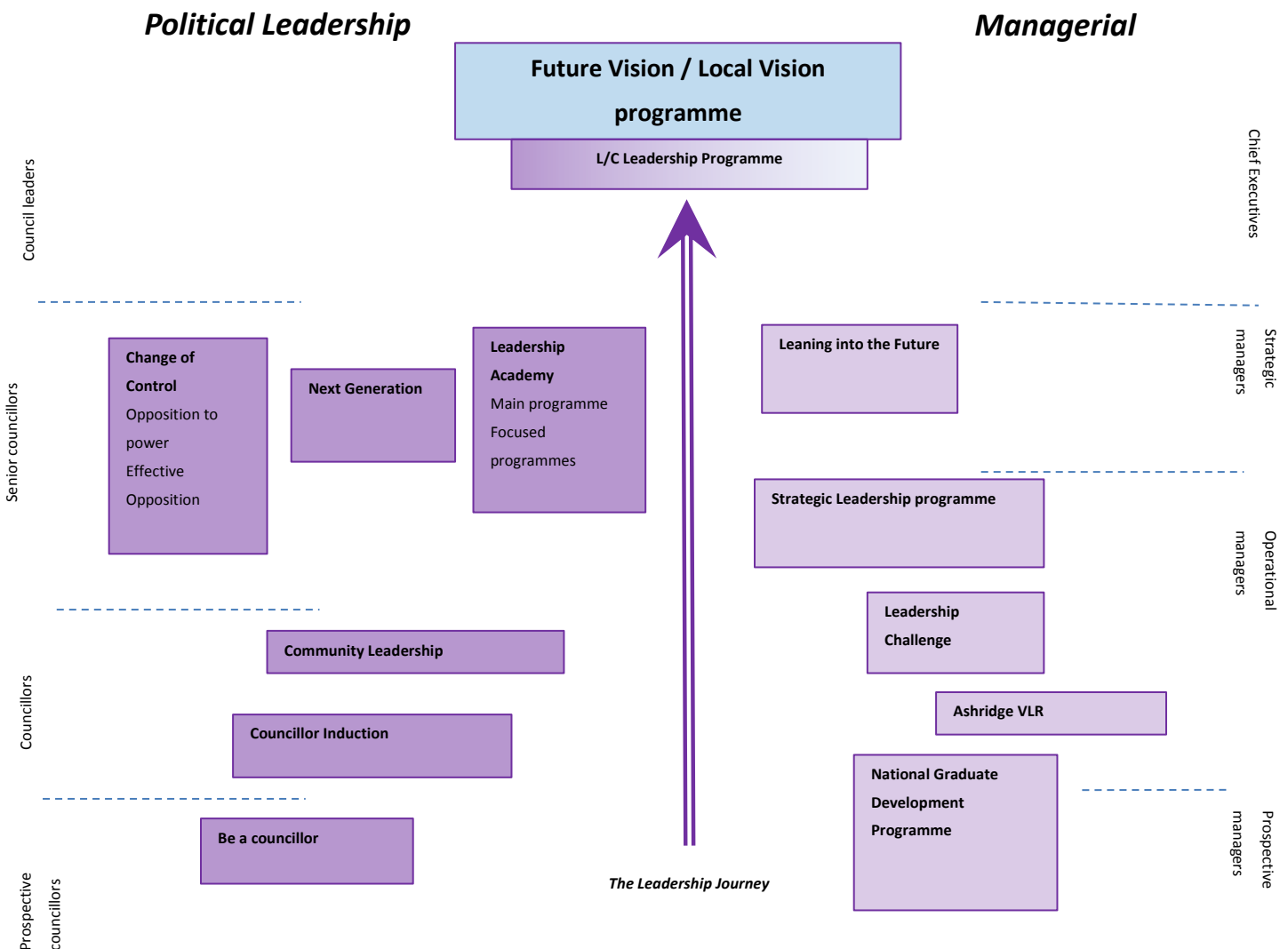|	
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Leadership Programmes

Introduction

1. Support for leadership development, particularly for members, has been a key area of support that has been provided over the years by the IDeA and now the LGA. The importance of good political (and managerial leadership) to help drive improvement in councils has long been recognized.

2. Research has shown that Councils who participated in the LGA/IDeA's political leadership programmes experienced an 81% greater than average improvement than those councils that did not attend these programmes. Participants on the courses are very positive about the programmes they take part in. Satisfaction rates are generally of the order of around 85% to 90%. Indeed 99% of participants on the Leadership Academy agree that the programme provided a basis for improvement and 100%b would recommend the LGA as a result of doing it. With leadership support being a key part of our overall offer on sector led improvement it is being evaluated as part of the evaluation that is underway of sector led improvement.

3. The focus has always been primarily on investing in political leadership with the resources we have as there is a limited market of external suppliers in this area compared with the vast array of programmes that are available to support managerial leadership.

4. In negotiating the top-slice for the LGA/IDeA in 2010, the Secretary of State for CLG emphasized the importance that he attached to continuing to invest in member development.

5. As part of, Taking the Lead, our programme of sector led improvement, we committed to continuing to support Councils by making available free or subsidised places on one or more of our key leadership programmes including the Leadership Academy, Next Generation or "Leeds Castle" as it was then known.

6. While our leadership proposition and 'offer' has been incrementally refined and modified over the years, the environment in which Councils, their political leaders and senior managers operate in is very different now, compared to even a few years ago. The activities that senior leaders are required to engage in while at one level are the same, have also changed in a number of important respects. This has a bearing on the behaviours, competencies, skills and attitudes that are likely to be most effective.

7. Other developments are also impacting on the Leadership offer, notably:

    7.1 Emerging local government priorities (e.g. promoting growth, financial challenges and the need for more innovative practice).

    7.2 The changing role of leadership and an increasing emphasis on relationships and partnerships.

    7.3 The development of the Future Vision and Local Vision programmes through the Leadership Centre.

7.4 A growing awareness that we should be doing more on managerial leadership.

7.5 A recent survey of all Solace members has highlighted that 'political understanding and management' is the most important characteristic of a modern chief executive, both now and for the future; 68% of members agree it is a key skill, making it the most widely selected option in the poll.

8. For these reasons we are reviewing the whole Leadership offer with the aim of ensuring a more coherent offer around both Political and Managerial Leadership during 2013/14.

The current programme

Table 1: The LGA leadership offer

Political Leadership   *Managerial*

| Future Vision / Local Vision programme |
| L/C Leadership Programme |

Council leaders | Chief Executives

Change of Control
Opposition to power
Effective Opposition

Next Generation

Leadership Academy
Main programme
Focused programmes

Leaning into the Future

Strategic managers

Senior councillors

Strategic Leadership programme

Operational managers

Community Leadership

Leadership Challenge

Councillor Induction

Ashridge VLR

Councillors

National Graduate Development Programme

Be a councillor

The Leadership Journey

Prospective councillors | Prospective managers

9. The current offer, as set out in Table 1 above, shows how we seek to address leadership development needs at various stages of an individual's leadership career whether as a councillor or as an officer. The overall objective is to improve the leadership capacity of individual councils and of local government as a whole to enable it to face current and future challenges.

10. As an individual reaches the upper end of their own ladder, there is also an emerging opportunity, through work led by the Leadership Centre, to explore cross-boundary working with other parts of the public sector and with the community and private sectors.

Leadership Journey Stages

11. If the intention of the offer is to address leadership development needs at all levels or stages it is important to understand the target audiences and their needs. The target audiences split into four broad bands of leaders: new entrants; those leading at an operational level; those leading their organisations or communities at a strategic level; those leading at a higher strategic level - regional or national levels giving a lead to the sector as a whole rather than their own communities and organisations.

12. However, within or between these are other identifiable groups: those with the interest, drive and potential to develop to the next level up. Although in the early stages the development needs of councillors and managers are quite distinct, their needs begin to merge as they move up to the more strategic levels. Furthermore there may be the need to fast-track the development of the more capable leaders to enable them to move to the strategic levels more quickly.

13. The intention is to review our current offer against the leadership journey set in **Appendix 1, Appendix 2 and 3** outline the current Political and Managerial programmes. An initial analysis has been carried out to date which suggests the following:

    13.1   the political leadership offer is fairly comprehensive with programmes at all levels except the established regional/sector leader level.

    13.2   the political leadership offer is more developed than the managerial. The reason is historical: in the past the LGA and, until 2011 the other central bodies, took the view that managerial leadership development was adequately covered by commercial and academic providers. Political leadership in comparison was a much more restricted market and the central bodies were much better placed to provide it.

    13.3   there is no single development route, nor one programme that can meet all needs at any one level. This is particularly true for councillors who will need party-based development, to enable them to fully understand leadership within the party setting, and cross-party development to enable them to lead in the wider community and sector setting.

14. We have revisited the issue of managerial leadership and commissioned a review which was carried out through a combination of internal resources and support from Andy Holder and Associates**.** This review suggests:

    14.1   the need for political awareness/sensitivity development for managers which could also be addressed through the revised programmes and by specific short courses.

    14.2   Given the number of other players in managerial leadership and the numbers involved, the LGA focus could be on operational managers aspiring to become strategic managers and strategic managers aspiring to become chief executives. This would fit with the overall objective of increasing the leadership capacity of local government but also require close working with SOLACE.

    14.3   The content of managerial leadership programmes delivered by external providers may have got out of kilter with the needs of the sector in the last couple of years. The LGA should seek to address this.

15. Recent or proposed changes for 13/14 include the following:

<u>Leadership Academy</u>

16. As part of the retendering process for the Leadership Academy programme the module focus and content has already been revised and realigned to reflect the changing priorities and role of senior councillors. The three modules now focus as follows:
    16.1   Module 1: Leading relationships.
    16.2   Module 2: Leading innovation and change.
    16.3   Module 3: Leadership of place and community.

17. Officers will work more closely with the political group offices to target key councillors. In the last year, the percentage of participants who were Leaders, Deputy Leaders, Cabinet Member or Chair has increased to 80%.

18. Officers will also explore the possibility or running more focussed programmes for specific portfolio holders including Finance Portfolio holders.

<u>Induction for new councillors</u>

19. In the last year induction for new councillors consisted of a series of regional events held on a cross-party basis. These events were perhaps not as well as attended as hoped for. Some of the political groups offices are keen that we explore holding 24hour events that would be held on a party basis and the participants are targeted more effective. Therefore officers are exploring making changes to this area. The Councillors Guide which is sent to all new councillors and is very popular is being updated and will be re-issued.

LC programme

20. The environment in which leaders now operate has changed and therefore it is timely to review the content and design of the programme. This is reinforced by views from the current cohort who really value the programme but feel that there may need to be some changes to content and design. This will also allow us also to consider the programme in light of the introduction of the new programmes of Future Vision and Local Vision. It should be noted that there is a growing list of people wanting to attend the LC programme.

Leaders programme/network

21. There is no programme currently which focuses just on the needs of Group Leaders in a party setting and we will explore with the Political Group offices establishing a programme(s) or network(s) in this area.

Other issues

22. We will consider as part of the next stage of the review whether we need a more coherent approach to charging for programmes. This could also include whether we should seek sponsorship for any of the programmes. This issue would need to be considered corporately given the wider implications for the LGA of going down such a route. Officers would also need to have regard to the Commercial Partnership policy of the LGA which sets out a process for considering such matters. Some programmes set a fee to cover accommodation costs; others make no charge at all. Much of this has come about because of the perceived need for the programme and a desire not to discourage audiences from participating.

Conclusion

23. The leadership programmes provided by the LGA and extremely valued by the sector. They are a key part of the LGA offer around sector led improvement. Research has shown that Councils who participated in the LGA/IDeA's political leadership programmes experienced an 81% greater than average improvement than those councils that did not attend these programmes. This reports sets out the current set of offers and seeks the Board's views and comments as part of the on-going review.

24. The Board will recall that a Leadership Reference Panel chaired by Councillor Richard Stay was established as one of a number of small groups to look more closely at key themes of the Improvement and Innovation Board. The Board may wish for that panel to consider these issues before a further report is brought back to the main Board.

Financial Implications

25. The staffing budget for the Leadership and Localism team is £744,000 in 2012/13 and the non-pay budget for the leadership programmes is a further £928,000. This represents a reduction of around 40% since 2010/2011.

Stages in the Leadership Journey   **Appendix 1**

Levels of the leadership journey	Councillors (Political Leadership)		Officers (Managerial Leadership)	
	Audience	**Development Needs**	**Audience**	**Development Needs**
8. Regional/ Sector leaders	Members of LGA Boards Regional Chairs	Introduction to wider networks Deeper understanding of national and international scene Ability to work across sector boundaries	Leading Chief Executives Members of SOLACE management board Chairs of SOLACE groups	Introduction to wider networks Deeper understanding of national and international scene Ability to work across sector boundaries
7. New and experienced top strategic leaders with potential to become regional/sector leaders	Council Leaders with the potential to play a wider role	Introduction to wider networks Deeper understanding of national and international scene Ability to work across sector boundaries	Chief Executives with the potential to play a wider role	Introduction to wider networks Deeper understanding of national and international scene Ability to work across sector boundaries
6. Top strategic leaders	Council Leaders	Corporate cross-sector / boundary working	Chief Executives	Corporate cross-sector / boundary working

Levels of the leadership journey	Councillors (Political Leadership)		Officers (Managerial Leadership)	
	Audience	**Development Needs**	**Audience**	**Development Needs**
5. Strategic leaders	Party Group leaders and deputy leaders. Cabinet members and portfolio holders. Committee Chairs	Wider community leadership Partnership and cross-boundary working Close understanding of the key issues and options to address	Directors and Asst Directors Management Team members	Strategic leadership and leading change Close understanding of the key issues and options to address Partnership and Cross-boundary working Well-developed political awareness
4. Experienced and new operational leaders with potential	Back-benchers with the ambition and potential to move up to senior positions in Group or on Council	A deeper understanding of leadership styles and approaches Vision setting and leading change	Operational managers with the potential to move up to strategic management positions	A deeper understanding of leadership styles and approaches Vision setting and leading change. Ability to manage within political context

Levels of the leadership journey	Councillors (Political Leadership)		Officers (Managerial Leadership)	
	Audience	Development Needs	Audience	Development Needs
3.Experienced Operational leaders	Back-bench councillors	Leadership and communication skills etc to enable them to provide leadership to the communities within their wards	Operational managers	Leadership skills to enable them to lead and manage their teams and to deliver the services they are responsible for
2.New Leaders	Newly elected councillors	Understanding: • How their council operates (protocols, procedures etc) • Local government and key issues • The role of the LGA Some basic leadership skills and communication skills to establish themselves in role	Newly appointed managers and graduates appointed to trainee schemes	Understanding: • How their council operates (protocols, procedures etc) • Local government and key issues • The role of the LGA Some basic leadership and management skills to establish themselves as managers
1. Potential leaders	People active in their Community, local Party members, Interested individuals	Need to be convinced that becoming a councillor is a worthwhile way of contributing to their local community and addressing the issues that concern them.	Graduates and others entering the job market.	Need to be convinced that local government offers a real career route and leadership opportunities.