

## Appendix 3: Managerial Leadership

Programme	National Graduate Development programme (NGDP)	Ashridge Virtual Learning Resource	Strategic Leadership in modern local government programme
<b>Objective</b>	To attract high quality graduates into local government and create a talent pool for future leadership.	Provide a development resource for managers <i>(Resource is also available to councillors as part of Community Leadership)</i>	To develop future strategic managers
<b>Target Audience</b>	Graduates	local government officers	operational managers with the potential/ambition to move up to strategic management positions
<b>Method</b>	2 yr development programme consists of a 2-day Induction event, 4 2-day modules plus work-based projects and a final graduation event	Web-based resource for self-directed learning	6 One-day non residential modules with action learning elements
<b>Attendance</b>	Cohort 13: 46 trainees Cohort 14: 92 trainees	n/a	32 managers (2 cohorts of 16 participants)
<b>Evaluation</b> (On a 4pt scale unless otherwise stated)	Increase in numbers shows interest and satisfaction with the programme Sample ratings C13 M2: Event achieved its objectives – 4 C14 Induction	n/a	<ul style="list-style-type: none"> <li>• Presentation 3.8</li> <li>• Content 3.8</li> <li>• Relevance 3.8</li> <li>• Exercises 3.8</li> </ul>
<b>Cost</b>	£450,000	£12,500 <i>(Paid as part of Community Leadership budget)</i>	n/a Programme is managed by provider (KBA Solutions) LGA badge and promote, modules held at LG House)
<b>Fees</b>	£2,000 per trainee (paid by participating councils in year of recruitment to scheme)	n/a	£2,698 plus VAT plus ILM registration
<b>Basis of fees</b>	Contribution to recruitment and development costs	n/a	Commercial cost charged by provider
<b>Net cost</b>	£310,000	£0.00	£0.00
<b>Net cost per participant</b>	Estimated £2,215 per yr (incl marketing and recruitment costs)	n/a	£2,698 plus VAT plus ILM registration

<b>Programme</b>	<b>Leaning into the Future</b>	<b>LC programme</b>
<b>Objective</b>	To provide "a space for you to make sense of your challenges as a locality leader, to align your passion with your purpose, and influence the context within which local authorities interact."	Improve leadership capacity at individual, organisational and locality level To develop the future regional and sector leadership of local government
<b>Target Audience</b>	Aspiring Local Authority Chief Executive, Assistant/Deputy Chief Executive or Director	Council leaders and chief executives with the potential to take on a wider leadership role
<b>Method</b>	2 day residential, web-based learning, action learning sets, 1 day event over 8 months	Self-designed programme with four residential elements (including the planning/design meeting). Usually involves an international visit to learn from European experience
<b>Attendance</b>	Programme has not started	Up to 20 participants (10 council leaders and 10 chief executives)
<b>Evaluation</b> (On a 4pt scale unless otherwise stated)	n/a	Ratings regularly 4 or 5 (on a 5pt scale)
<b>Cost</b>	n/a programme managed and delivered by provider (Ashridge Management School / OPM)	£142,000
<b>Fees</b>	£3,980 plus VAT	£40,000
<b>Basis of fees</b>	Commercial rate charged by provider	£1,500 Participants are also recharged for their accommodation costs
<b>Net cost</b>	£0.00	£102,000
<b>Net cost per participant</b>	£3,980 plus VAT	£5,100