

Revising the LGA Leadership Offer

Purpose of report

For discussion and agreement.

Summary

This report sets out draft proposals for a revised programme of leadership development activities, courses, sessions and modules.

Recommendation

To update the Board on the LGA leadership offer proposals.

Action

Officers to take action arising out of any discussion, as directed by members.

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Revising the LGA Leadership Offer

1. Purpose

- 1.1 The purpose of this report is to set out draft proposals for a revised programme of leadership development activities, courses, sessions and modules, having regard to the changing nature of leadership in local government, the feedback from participants and impact of the programmes currently in place, as well as consultation with the Member Panel established by the Improvement and Innovation Board for this purpose and the Group Offices.
- 1.2 The ultimate aim of leadership development activity is to ensure that Councils - and increasingly their contribution to the wider public sector - are well led and consequently well-placed to serve their local communities effectively, efficiently and in the best interests of those communities over the shorter and longer terms.
- 1.3 In addition, continuing to support and develop the leadership capacity and competency of local government is important, as effective local leadership is a prerequisite for the success of sector-led improvement.

2. Principles and Priorities

- 2.1 In the discussions and deliberations to date, it has been confirmed that the programmes would benefit from clearer priorities, targeting of participants and clearer 'ideal outcomes' for each part of the overall programme. These can be summarised as follows:
 - 2.1.1 **Focus on political leadership:** Limit managerial leadership to joint programmes with senior political leadership, supporting SOLACE in developing their offer, benchmarking and signposting to other providers, but retaining the National Graduate Development Programme (NGDP) and the Strategic Leadership in Modern Local Government programme (through an arrangement with KBA Solutions).
 - 2.1.2 **Better targeting:** Clear and differentiated target audiences for each programme and tighter criteria about the position or amount of experience councillors need to have in order to be on each of our programmes. In addition, a clearer distinction between generic and specific leadership skills programmes, and those that are run in a single party or cross party setting.
 - 2.1.3 **More cohesive:** Present/market our leadership offer as a whole offer rather than as a group of individual programmes.

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- 2.1.4 **Updated content and formats:** Establish a new style of senior level member/officer offer for leaders and chief executives, based on the successful 'deep dive' approach of 24-hour residential sessions.
- 2.1.5 **Better evaluation and impact monitoring and measurement:** Being able to show that we are making a difference and highlighting the VFM and ROI benefits of our programmes, for individuals, cohorts, Councils and places
- 2.1.6 **Flexible and responsive:** Able to adapt quickly to the changing local government agenda, picking up issues of topical importance as they arise, in 'real time'.
- 2.1.7 **Charging:** For all programmes within the offer there should be an element of cost recovery in the participant fees charged.

3. Delivery

- 3.1 It is anticipated that the programmes will continue to be delivered through a 'mixed economy' of:
 - 3.1.1 Commissioning and managing delivery by external providers;
 - 3.1.2 Influencing other providers of leadership development and supporting networks of councils to support each other in delivering leadership development locally;
 - 3.1.3 Direct delivery by members of the team and other LGA staff including member peers.

4. Proposed Changes

- 4.1 In considering the proposed overall offer and the programmes of work within it, it is important to have regard to the 'Future Vision', 'Local Vision' and 'Alumni Vision' programmes being developed by the Leadership Centre, which bring together senior managers and politicians from local government with their counterparts from the wider public sector. These complement our own offer which focuses on the needs of local government.
- 4.2 There is considerable support across the IIB leadership panel to 'announce' the changed programmes with a rebranding of the whole offer, so that a single and more cohesive identity is created for awareness raising, marketing and promotional purposes. This would also underline the point about us responding to the changing demands, priorities and needs of local government. All felt it important to include the name 'LGA' in the title but there was a difference of opinion over what the name should be: some favouring something like "LGA Leadership College", others preferring a simpler descriptor such as "LGA Leadership Programmes". (NB: While retaining 'LGA Leadership Academy' has merit, it could lead to confusion with the current Leadership Academy programme,

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which is well established amongst Councillors). Views are sought on the preferred overall title or alternative options.

4.3 The offer will provide:

- 4.3.1 A range of development programmes and events based upon the individual councillor's role, interests and development needs.
- 4.3.2 Opportunities for joint working with the regional local government bodies (e.g. South East Employers).
- 4.3.3 Sufficient flexibility to enable other local and regional partner bodies (e.g. Health bodies) to be involved as appropriate.

4.4 It is proposed to replace the former Leeds Castle programme with a programme of one day or 24hr residential events for Council Leaders and Chief Executives. Given the current climate and based on a review of and feedback regarding Leeds Castle, the new programme will be highly participative, facilitated workshops, enabling participants to focus on key challenges (e.g. as in the Cumberland Lodge and Ashridge 'Deep Dive' events). This programme requires a title, which for the purposes of this paper and for Members views, is suggested as Leading Edge.

4.5 With regard to the Next Generation and Leadership Academy programmes (including the Leadership Academy Focused programmes), while these have been well received by participants, there is an acknowledged growing confusion externally about their respective audiences, which have become less distinct over time. It is intended to address this by offering four new programmes each aimed at a clearly differentiated target audience (with formats and content revised to reflect this) as follows:

- 4.5.1 **The Leaders' Programme.** A programme specifically designed solely for Council Leaders. This would be a modular programme designed around the needs and availability of Council Leaders, including a balance of party-based and cross-party modules.
- 4.5.2 **Portfolio and service specific Leadership.** A programme for councillors with portfolio and service specific responsibilities (including service committee chairs from 4th option councils). This would be a modular programme delivered on a party-group basis with some element (possibly all or part of the final module) involving cross-party working.
- 4.5.3 **Leadership Essentials.** A programme aimed at Council Leaders, Portfolio Holders/Cabinet members (and service committee chairs of 4th option councils). It would consist of a series of demand-led, stand-alone events and workshops covering a range of service specific and thematic topics (e.g. 'Finance', Economic Growth' 'Demand Management') which councillors would opt or be nominated for depending upon their interests, areas of responsibility and the challenges facing their council. Probably usually cross-party, depending upon the specific objectives and content, parts of the programme could be offered on a party group basis as appropriate.

- 4.5.4 **Top Team Development.** An off-the shelf, fully paid for programme to support, where needed, the development of the council's leader and cabinet as a team. If appropriate to the needs of the council this offer could include the chief executive and senior management team.
- 4.5.5 **Focus on Leadership.** A programme offered as modular sessions for senior councillors more generally (e.g. typically not in positions of Leader, Cabinet Member or Committee Chair), which would help them in their existing roles and provide a bridge to more senior leadership positions. The modules would be stand-alone events, which could be taken individually or as a suite, offered on a cross-party basis and, depending upon the focus/content, some may be for specific audiences (e.g. Opposition leaders, Chairs of Scrutiny) or to cover particular needs or situations (e.g. Change of Control or Opposition to Power).
- 4.6 It is suggested that directing the majority of the resources of the Leadership and Localism team to the above events will require a different approach to the provision of support to Ward level councillors (the existing Community Leadership programme) towards working closely with the political Group Offices to more effectively:
- 4.6.1 Collaborate with the regional LGA / employer bodies
 - 4.6.2 Support the Member Development Charter as a way of promoting councillor development
 - 4.6.3 Provide materials to support councillor development on induction and core skills either on a cross-party or party group basis
 - 4.6.4 Signpost other sources of materials not available from the LGA
- 4.7 As part of the Community Leadership programme we will also explore the development of e-learning materials for councillors to be delivered through Knowledge Hub. We will work with partner bodies, including the regional LGA/employer bodies, to pilot an e-learning development programme for all councillors during 2014/15 with the aim of making it more widely available the following year. The programme would focus initially on induction and the soft skills necessary for successful community leadership which were highlighted in the House of Commons committee report Councillors on the Frontline
- 4.8 Work with the LGA party group offices to shape the *Be a Councillor* campaign as a local party driven activity.
- 4.9 **Appendix A** below summarises the overall offer while **Appendix B** provides a more detailed outline of each of the programmes in terms of:
- 4.9.1 Proposed Programme Title
 - 4.9.2 Description
 - 4.9.3 Objectives
 - 4.9.4 Target audience
 - 4.9.5 Evaluation and Follow-up

5. Programme Follow-up & Evaluation

5.1 Each of the programmes needs to have effective evaluation methods in place and it would be helpful if these followed a similar framework so that they can be amalgamated into an evaluation of the offer as a whole

5.2 Evaluation needs to happen at three levels:

5.2.1 Short-term: Immediate measure of satisfaction and learning. Were there any problems with the venue or content? Have the learning objectives been achieved?

5.2.2 Medium-term: Follow-up within 3-6 months to measure behavioural change. Has the learning has been retained and applied? Has there been any change in behaviour or performance as a result of the learning?

5.2.3 Long-term: Follow-up within 1-2 years to measure the impact of learning and behavioural change. What change or improvement has there been? What has been achieved as a result of the behavioural change?

5.3 The medium and long term evaluation of behavioural change and impact would be facilitated if we maintained contact with participants by providing some follow-up support in terms of networking, sign-posting to additional resources, notifications of relevant developments and possibly alumni events. Such support would increase their identity with the programme and make them more motivated to respond to the evaluation surveys. It would also enhance the overall offer to councillors.

5.4 Given these issues we propose to:

5.4.1 Develop follow-up offers for all programmes (including an alumni network) to support on-going development and facilitate medium and longer term evaluation.

5.4.2 Require all programmes and programme or event providers to use the same core set of questions and scale to evaluate satisfaction and learning.

5.4.3 Develop and use a set of questions to measure behavioural change for use on all programmes and events.

5.4.4 Develop a set of measures and an approach to measure the impact of the main leadership development programmes.

6. Rebranding & Communication

6.1 These proposals would require us to create a brand for the overall offer as a whole, as well as creating new brands for each of the programmes. Although this is a major exercise it will be easier than trying to redefine *Leadership Academy* and *Next Generation* within the offer which is likely to confuse our target

audiences more.

6.2 Generally speaking the advantages of rebranding our leadership offer are that we could:

- 6.2.1 Get a new perspective, look at the big picture, and all the elements involved, and establish a brand, that better reflects LGA values and resonates with our audience
- 6.2.2 Appeal to/tap into a different audience. Giving us a chance to broaden, narrow, or "shift" our appeal.
- 6.2.3 Refresh our image. Revisit our mission statement, goals, audience, potential new target markets, and infuse those ideas/appeals into a new brand look, feel, and message.
- 6.2.4 Show our audience we are open to changing with the times. And can change in the future to better serve their needs.

6.3 The general disadvantages are that:

- 6.3.1 Loyal users may worry that we are changing our priorities or programmes and their content.
- 6.3.2 Users who are moderately aware of your programmes may not make the connection and get confused.
- 6.3.3 Rebranding is hard. We would need to realign every element within the LGA, including the website and the language used by other LGA staff when describing our offer.

6.4 Branding is about how we communicate with our target audiences. A total redesign and rebranding of our leadership offer would demonstrate that we are:

- 6.4.1 Taking a more holistic view of leadership development
- 6.4.2 Responding to the changing local government agenda and the needs of the sector
- 6.4.3 Focusing on the differing needs of specific audiences with a set of clearly defined and differentiated programmes.

6.5 It is recognised that the LGA group offices have a key role to play in promoting the overall offer and the individual programmes.

6.6 To communicate the overall offer It is proposed to produce a marketing strategy which will:

- 6.6.1 Introduce audiences to the overall offer and the new programmes of work.
- 6.6.2 Give a clear message explaining what we are offering (and not offering) and why.
- 6.6.3 Include a clear and simple graphic showing the relationships between the various programmes and which are relevant depending upon your

position.

- 6.6.4 Include articles in *First* and other local government media to reach as wide an audience as possible.

7 Use of Resources

7.1 Given the pressure on budgets and staffing and the demand for development events and programmes some decision needs to be made on how many cohorts we should plan to go through the *Leaders Programme* and the *PASSport to Leadership* programme and how many events the other programmes should consist of.

7.2 In order to maximise the resources available it is proposed that a participant fee will be charged for all programmes and events to cover accommodation and venue costs, unless the costs are covered by some third-party source. We will also explore alternative sources of funding either for specific programmes or for the leadership offer as a whole.

7.3 Based on the staff available once the current restructuring has been completed and assuming that the 2014/15 budget is the same as the current year (2013/14), the following is proposed in terms of the overall expenditure on each programme. The suggested budgets include expenditure on marketing & promotion and on any evaluation activity (the budget is summarised in **Appendix C**):

- 7.3.1 *Leading Edge*: Four 24hr events per year. Budget: £80K expenditure; £12K income (Net RSG £68K).
- 7.3.2 *Leaders' Programme*: Up to 3 cohorts (each of 20 participants) per year depending upon demand. If there is insufficient demand the surplus funding would fund additional *Leadership Essentials* events. Budget: £150K expenditure, £40K income (Net RSG £110K).
- 7.3.3 *Leadership Essentials*: Sixteen events, including some funded by the relevant programme teams (as with the existing Leadership Academy Focused programmes). Additional events will be offered depending upon demand and budget being available. Budget: £100K expenditure, £43K income (Net RSG £57K)
- 7.3.4 *Top Team Development*: This programme would be fully funded by the councils taking up the offer which would be delivered by peers and associates. Budget: Unknown but Income would balance Expenditure since it would be a straight recharge (Net RSG would be £0.00)
- 7.3.5 *PASSport to Leadership*: Up to six cohorts (two per party group – each of up to 20 participants). Budget £200K expenditure, £48K income (Net RSG £152K)
- 7.3.6 *Focus on Leadership*: up to Eight events per year subject to demand, more could be offered subject to sufficient demand and funding became available during the year from underspends in other programmes. Budget: £75K expenditure, £16K income (Net RSG £59K).

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7.3.7 *Community Leadership*: As this is a programme of materials development and support activities rather than direct provision there is no income attached. Budget £40K (Net RSG £40K).

7.3.8 *Be a Councillor*: Funding for these activities would continue at the current level, again there is no income generation. Budget £80K (Net RSG £80K)

7.4 In the past some councils and councillors have been offered places free of charge or at reduced cost (i.e. fully subsidised or with additional subsidy) either as part of an offer to member councils or as a result of specific targeting (e.g. following a peer review or a visit by the regional principal adviser), in this regard it is recognised that the LGA Group offices have a role to play in nominating and allocating places. To facilitate this it is recommended that:

7.4.1 There is some basic offer of a subsidised place to member councils which would be costed into the programme budgets (e.g. in the past we have offered a fully subsidised place on the Leadership Academy programme to district councils where there has been a change of control following local elections.

And that:

7.4.2 Each of the LGA Group offices hold a number of “scholarships” or a “scholarship fund” to facilitate support to particular councils and councillors (e.g. to address particular needs following a peer review or local elections) in consultation with national and lead peers.

8. Accreditation

8.1 The LGA is registered as a provider with the Institute of Leadership & Management (ILM) and two of our programmes are currently recognised by them.

8.1.1 The National Graduate Development Programme (NGDP) is accredited with ILM as a level 7 Certificate in Strategic Management but this involves an assessment process involving a series of written assignments.

8.1.2 The existing Leadership Academy main programme is registered with the Institute of Leadership & Development (ILM) as a development programme: this does not bring any formal accreditation but can be used as evidence of continued professional development or on a case-by-case basis to acquire recognition of prior learning when applying for a relevant qualification course. (The course provider would review the programme content and what the individual has learnt and, if appropriate, excuse the applicant from some element of the course).

8.2 We propose to:

8.2.1 Transfer the ILM recognition of the Leadership Academy programme to the new *Leaders' Programme*: this would give external recognition

without involving the costs or issues of full accreditation.

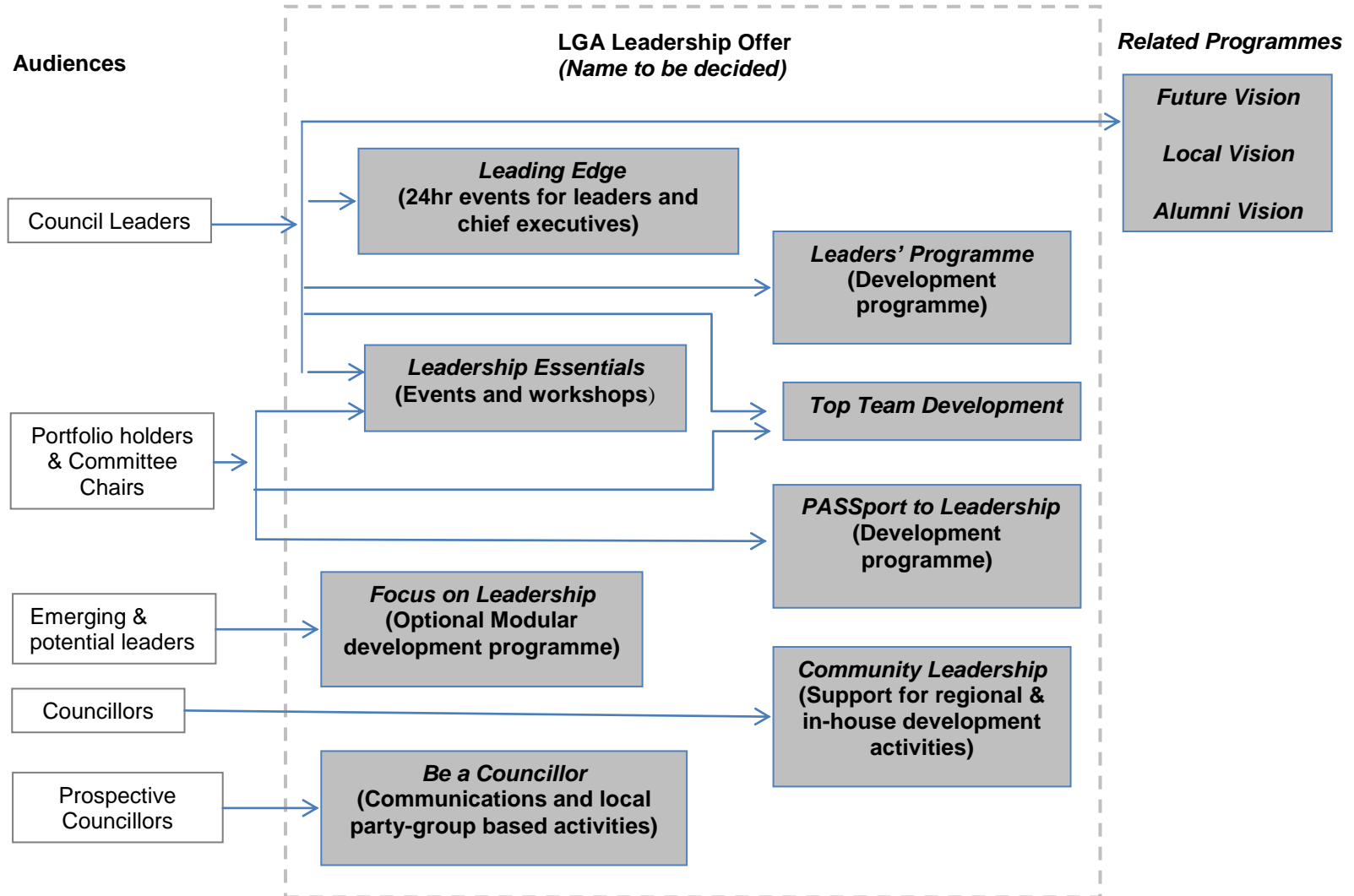
- 8.2.2 Explore the possibility of including the *PASSport to Leadership* programme in the ILM scheme.

9. Timetable

- 9.1 The following timetable is proposed:

Sept – Dec 2013:	Design and development of the new offer and programmes and the marketing strategy
Dec 2013 / Jan 2014	Launch and promote the new overall programme at the General Assembly meeting
Jan – March 2014	Transition period: Pilot the new <i>Leaders' Programme</i> ; Final cohorts for <i>Leadership Academy</i> and <i>Next Generation</i> are completed.
April 2014	New offer is in place with aligned budgets
July 2014	Additional reinforcing, marketing and promotion of the new programmes at the LGA conference

Appendix A: Outline of the Overall Offer:



Appendix B: Programme Outlines

Programme title	Leading Edge
Description	A programme of one-day or 24hr seminars and workshops for council leaders and chief executives based on the Cumberland Lodge and Ashridge “Deep Dive” events.
Objective	To give council leaders and chief executives space to consider and discuss the key challenges facing their councils and communities.
Target Audience / Participant Criteria	Council Leaders and Chief Executives. Participants must currently be a Council Leader or Chief Executive, attending either as pairs or individually.
Evaluation and Impact	<p>Satisfaction and Learning:</p> <ul style="list-style-type: none"> • 80% rate good/excellent on standard 4pt scale <ul style="list-style-type: none"> ○ General satisfaction with content ○ Speakers/facilitators ○ General satisfaction with venue ○ Have learning objectives been met • 80% of participant would recommend event/programme to others <p>Behavioural Change 75% of respondents report that they have changed behaviour / implement changes as a result of the event attended</p> <p>Impact Case studies of changes made and what they have achieved (e.g. savings, service improvements)</p>

Programme title	Leaders’ programme
Description	A modular leadership development programme delivered over three weekends on a cross-party basis with some provision for party-based elements. The programme would also include some element of Action learning.
Objective	To ensure that council leaders have the leadership capacity to lead their communities and organisations and understand the key challenges they face.

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Target Audience / Participant Criteria	New and existing council leaders
Evaluation and Impact	<p>Satisfaction and Learning: 80% rate good/excellent on standard 4pt scale</p> <ul style="list-style-type: none"> • General satisfaction with content • General satisfaction with venue • Have learning objectives been met <p>80% of participant would recommend event/programme to others</p> <p>Behavioural Change 80% of respondents</p> <ul style="list-style-type: none"> • Have changed behaviour / implement changes as a result of the event attended • Feel more confident in their leadership positions <p>Impact 75% of respondents can show improvements / changes as a result of their changed leadership behaviour / approach.</p>

Programme title	Top Team Development
Description	<p>An off-the-shelf team development programme delivered by LGA peers and associates for:</p> <ul style="list-style-type: none"> • The council leader and cabinet <p>Or</p> <ul style="list-style-type: none"> • The council leader and cabinet with the chief executive and senior management <p>The programme would be delivered in-house on a full cost recovery basis.</p>
Objective	To develop the ability of the senior political, and if necessary the managerial leadership, of the council to work together as a team and to provide strategic direction and leadership to the council as an organisation and to its wider community.
Target Audience / Participant Criteria	<p>The strategic political and, if appropriate, managerial leadership within a council.</p> <p>The offer would be made at the request of the LG Development team in consultation with the lead peers and the appropriate LGA group office(s).</p>
Evaluation and Impact	<p>Satisfaction and learning 80% rate good/excellent on standard 4pt scale</p> <ul style="list-style-type: none"> • General satisfaction with content • General satisfaction with venue

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	<ul style="list-style-type: none"> • Have learning objectives been met 80% of participants would recommend event/programme to others <p>Behavioural Change Teams have changed behaviour / implement changes as a result of the programme and feel more confident in their leadership positions</p> <p>Impact Peers and LGA colleagues report tangible improvements / changes as a result of their changed leadership behaviour / approach</p>
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Programme title	Leadership Essentials
Description	<p>A series of seminars and workshops addressing over-arching themes (e.g. Innovation, Economic Growth, Demand Management) and portfolio or service specific topics (e.g. Adult social care, Finance).</p> <p>Depending upon demand and focus these events would be offered on a cross-party basis and/or a party group basis as appropriate.</p>
Objective	To enable council leaders and portfolio holders to understand and address the key issues facing local government and local communities.
Target Audience / Participant Criteria	Council leaders and portfolio-holders / committee chairs in “4 th option” councils.
Evaluation and Impact	<p>Satisfaction and Learning:</p> <ul style="list-style-type: none"> • 80% rate good/excellent on standard 4pt scale <ul style="list-style-type: none"> ○ General satisfaction with content ○ Speakers/facilitators ○ General satisfaction with venue ○ Have learning objectives been met • 80% of participant would recommend event/programme to others <p>Behavioural Change 80% of respondents report that they have changed behaviour / implement changes as a result of the event attended</p> <p>Impact</p>

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	Case studies of changes made and what they have achieved (e.g. savings, service improvements).
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Programme title	PASSport to Leadership
Description	A modular leadership development programme for councillors with Portfolio And Service Specific responsibilities. Cohorts will be party-based with some provision / element for cross-party delivery (probably within the final module).
Objective	To ensure the leadership capacity of local government by developing the broader council leadership team and provide a talent pool of future council leaders
Target Audience / Participant Criteria	Portfolio-holders and service committee chairs in 4 th option councils. Participants must be recommended by their party group leader and complete an application for to attend. The final decision on who can attend will be made by the LGA political group offices.
Evaluation and Impact	<p>Satisfaction and Learning: 80% rate good/excellent on standard 4pt scale</p> <ul style="list-style-type: none"> • General satisfaction with content • General satisfaction with venue • Have learning objectives been met <p>80% of participant would recommend event/programme to others</p> <p>Behavioural Change 80% of respondents</p> <ul style="list-style-type: none"> • Have changed behaviour / implement changes as a result of the event attended • Feel more confident in their leadership positions <p>Impact 50% of participants are promoted to more senior positions within 2yrs.</p>

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Programme title	Focus on Leadership
Description	<p>A series of seminars and workshops forming a programme of optional modules to help councillors in their existing roles and provide a bridge to more senior leadership positions. These would be offered on a cross-party basis and could be offered on a regional basis as appropriate. The programme would consist of:</p> <ul style="list-style-type: none"> • Seminars in specific topics (e.g. Effective opposition, Effective scrutiny) • Skills development workshops (e.g. Influencing, Community leadership) • Workshops for specific situations or groups of councillors (e.g. Change of Control; Opposition to Power; Young councillors; BAME councillors).
Objective	To develop the future leadership capacity of local government.
Target Audience / Participant Criteria	<p>Group leaders, spokespersons, chairs of scrutiny committees. Specific groups of councillors (e.g. Young councillors, BAME councillors) depending upon the nature of each event.</p> <p>Participant criteria would vary according to the objectives and focus of the specific event.</p>
Evaluation and Impact	<p>Satisfaction and Learning:</p> <ul style="list-style-type: none"> • 80% rate good/excellent on standard 4pt scale <ul style="list-style-type: none"> ○ General satisfaction with content ○ Speakers/facilitators ○ General satisfaction with venue ○ Have learning objectives been met • 80% of participant would recommend event/programme to others <p>Behavioural Change 80% of respondents report that they have changed behaviour / implement changes as a result of the event attended</p> <p>Impact Case studies of changes made and what they have achieved (e.g. savings, service improvements)</p>

Programme title	Community Leadership
Description	<p>Working closely with the LGA party group offices to support regional and in-council development of new and existing ward councillors as leaders of their local communities</p> <ul style="list-style-type: none"> • A suite of materials to support councillor development on induction and core skills • Collaborations with the regional LGA / employer bodies • Support the Member Development Charter as a way of promoting councillor development • Signposting to other sources of materials and information
Objective	To ensure councillors, particularly new councillors, understand and are better able to fulfil their role as community leaders, facilitators and brokers so that they can drive improvement at a local level
Target Audience / Participant Criteria	<p>Councillors and officers with responsibility for or interest in councillor development</p> <p>All councillors in their community leadership role but particularly new councillors.</p>
Evaluation and Impact	<p>Satisfaction and Learning:</p> <ul style="list-style-type: none"> • 80% rate good/excellent on standard 4pt scale <ul style="list-style-type: none"> ○ General satisfaction with materials ○ Have learning objectives been met • 80% of participant would recommend materials to others • Downloads of materials from website <p>Behavioural Change</p> <ul style="list-style-type: none"> • Proportion of councils holding the Member Development Charter or Charter Plus <p>Impact</p> <ul style="list-style-type: none"> • Usage by councils • Case studies of councillor development in councils

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Programme title	Be A Councillor
Description	A mix of events, individual and group support for local party – based activities to help improve the diversity of candidates. Also working with the Communications team to support a public facing campaign
Objective	To increase the diversity of councillors by encouraging councillors to take a ‘talent spotting’ approach to finding new members and encouraging a wider range of people to consider standing for election.
Target Audience	Councillors and party activists. General public and community activists and leaders who may be interested in standing for council election
Evaluation and Impact	<p>Satisfaction and Learning: 80% rate good/excellent on standard 4pt scale</p> <ul style="list-style-type: none"> • General satisfaction with content • General satisfaction with venue • Have learning objectives been met <p>80% of participant would recommend event/programme to others</p> <p>Behavioural Change 50% of respondents report more / a greater diversity of people are coming forward as candidates</p> <p>Impact There is a greater diversity of councillors and a perceptible change in the councillor profile as reported in the LGA census.</p>

Appendix C

Proposed Budget Summary (Excluding salaries)

Programme	Provision	Number	Expenditure	Income	Net RSG Req
Leading Edge	Series of 24hr events	4 events	80,000	-12,000	68,000
Leaders programme	3 module development programme	3 cohorts	150,000	-40,000	110,000
Leadership Essentials	Series of 2-day events	16 events	100,000	-43,000	57,000
PASSport to Leadership	3 module development programme	6 cohorts (2 per Party Group)	200,000	-48,000	152,000
Focus on Leadership	Series of 2-day events	8 events	75,000	-16,000	59,000
Top team Development	As required	Unknown	00	00	00
Community Leadership	Materials development & support	n/a	40,000	00	40,000
Be a Councillor	Campaign materials and support	n/a	80,000	00	80,000
Total Budget			725,000	-159,000	566,000

2013/14 Budget	725,000	-159,000	566,000
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Note:

1. Some of the events under *Leadership Essentials* will be based on the existing Leadership Academy Focused programmes which are funded by the relevant LGA programme teams.
2. Expenditure includes costs of promotion & marketing and of any evaluation activity.