

01 November 2017

Highlighting Leadership offer: 2017/18 update

Purpose

For information and decision.

Summary

This report updates members on our work priorities and engagement figures for the 2017/18 Highlighting Political Leadership offer.

Recommendation

That the Improvement and Innovation Board notes the progress so far for 2017/18 and offers any comments on the Highlighting Leadership work.

Action

Officers to progress this work in light of the Board's comments.

Contact officer:

Will Brooks

Position:

Principal Adviser - Leadership and Localism

Phone no:

0207 664 3053

Email:

william.brooks@local.gov.uk

Highlighting Leadership offer: 2017/18 update

Background

1. The LGA's Highlighting Leadership offer forms part of our wider package of sector-led improvement. We offer a range of programmes, events and resources aimed at supporting and developing councillors at all levels. Attending our political leadership programmes gives councillors a unique opportunity to network with other Members from different tiered authorities and often across the political spectrum. Our managerial leadership development programme starts by growing future talent with the National Graduate Development Programme, through to opportunities for senior officers up to and including the IGNITE programme for Chief Executives.
2. This report provides statistics relating to attendance at our leadership development programmes and commentary on the achievements so far in 2017/18.
3. Since the last Board meeting, the Leadership & Localism team have strengthened their strategic and programme management capacity in response to increased demand, not least for Managerial Leadership programmes. Helen Jenkins, who was formerly on secondment to the LGA from Surrey CC, is now in full time post as Programme Manager for the team.

Highlighting Political Leadership

4. The LGA continues to offer a wide range of development opportunities for councillors. Alongside flagship programmes such as Leadership Academy and Next Generation, the LGA offers specialised masterclasses and residential courses on topics such as scrutiny, finance, children's services and sport. Our catalogue of programmes is regularly reviewed to ensure that it reflects what is relevant within the public sector and meets the needs of councillor attendees.
5. Figures included in this report are correct up to and including September 2017.
6. Highlights so far in 2017/18 include:
 - 6.1. Unprecedented demand for our programmes – currently 740 members booked in.
 - 6.2. There has been a slight increase in gender equality from 2016/17 outturn figures but we do not currently have enough data to comment on other underrepresented groups.
 - 6.3. Feedback is currently consistent with previously reported figures (95 per cent achieving objectives and 96 per cent confidence levels in their leadership role).
 - 6.4. A successful pilot of our new style masterclass.
7. 2017/2018 participation figures on the Leadership Academy (LA), Leadership Essentials (LE), Focus on Leadership (FoL), the Leader's Programme (LEAD), Next Generation (NXG) and "Leading Edge" are set out in the tables which follow.
8. Following demand, we are providing one further Leadership Academy cohort this year as well as running pilots of our one day "Masterclasses".

Political Leadership development programme bookings

	LA	LE	FoL	LEAD	NXG	LEDGE	Total
Labour	55	209	22	3	20		309
Conservative	46	231	12	4	20		313
Liberal Democrat	8	25	9	1	12		55
Independent	20	16	9	0	13		58
Total:	129	481	52	8	65	N/A	735

	LA	LE	FoL	LEAD	NXG	LEDGE	Total
East of England	7	52	8	0	10		77
East Midlands	13	28	9	1	4		55
Greater London	15	66	8	3	7		99
North East	2	13	1	0	4		20
North West	9	47	3	0	8		67
South West	17	67	6	3	9		102
South East	11	66	9	0	13		99
Wales	39	1	0	0	4		44
West Midlands	10	84	5	1	3		103
Yorkshire & Humber	6	57	3	0	3		69
Total:	129	481	52	8	65	N/A	735

	LA	LE	FoL	LEAD	NXG	LEDGE	Total
District	43	115	23	1	21		203
County	9	83	7	1	7		107
Metropolitan	11	100	3	1	12		127
London	15	66	8	3	7		99
Unitary	12	106	10	2	14		144
Welsh	39	1	0	0	4		44
Fire	0	10	1	0	0		11
Parks	0	0	0	0	0		0
Total:	129	481	52	8	65	N/A	735

	LA	LE	FoL	LEAD	NXG	LEDGE	Total
Male	81	270	35	6	37		429
Female	47	210	17	2	28		304
Transfeminie	1	0	0	0	0		1
Unknown	0	1	0	0	0		1
Total:	129	481	52	8	65	N/A	735

LA = Leadership Academy
FoL = Focus on Leadership

LE = Leadership Essentials
LEAD = Leaders Programme

NXG = Next Generation
LEDGE = Leading Edge

Be a Councillor

9. As part of the LGA's Highlighting Political Leadership offer, we recognise that prospective councillors benefit from information, advice and guidance in making a decision about whether or not to stand, and what next steps to take. The Be a Councillor campaign focusses on raising the profile of the role of a councillor, with the aim that more people will choose to stand as a candidate.
10. We have been engaged with a number of councils over the year with local campaigns run in Guildford BC, LB Brent and LB Kingston, with a number of discussions in progress with other councils such as Huntingdonshire DC, Test Valley DC and Wolverhampton City.
11. This year has also seen the Be a Councillor campaign building relationships and partnerships with a number of organisations working towards similar aims such as London Councils, Parliamentary Outreach and organisations working with under-represented groups such as women and young people.

Leadership Essentials – “Masterclasses”

12. It was previously reported that we would introduce new masterclass style workshops on “hot topics” relevant and reactive to the changing political environment. These masterclasses would be no longer than one day long and would be spread across different regions to allow councillors to travel on-the-day and minimise the time-commitment required for our residential programmes.
13. This pilot began with a workshop in London in September that brought the LGA's New Conversations guide to life. Councillors were provided with tools and insight into contemporary methods of engaging partners and councils. This session will be repeated in Leeds in November. Early feedback shows good satisfaction with the pilot.
14. We have also committed to providing three masterclasses on partnership working and collaboration and these are scheduled for late 2017 and spring 2018.
15. Bespoke workshops on topics such as modern community leadership have continued to be popular, and we have provided support in partnership with the LGA regional teams.
16. Following the Grenfell Tower tragedy, we have responded to feedback by committing to a new Leadership Essentials programme on Emergency Planning. This programme is currently being commissioned and will be available for councillors to attend in early spring 2018.

Leading Edge

17. We are currently looking at running a Leading Edge event in the New Year. The current planned theme for the event will be “Sensemaking: develop and critique a strategic narrative for place”.
18. Leaders and Chief Executives will be able to explore the big picture issues facing local government and find ways of quickly capturing the complexities of their environment and explaining it simply to others.

01 November 2017

Online resources

19. The number of councils signing up to receive e-learning modules continues to increase with the development of a process by which councils with their own e-learning portal can receive LGA modules for their own platforms directly. It is also becoming more common that all the councillors of a council are being signed up directly through their member services department rather than as individuals.
20. Recent published modules have included Data Protection, Stress Management and Personal Resilience and Dealing with Residents with Difficult issues. Further modules are in the process of being planned on Information Management and Finance and Commissioning.
21. The review of councillor workbooks is ongoing. Nine workbooks have been redesigned and published and six further ones are in the design process. Three workbooks have been removed as either outdated or no longer relevant.

Highlighting Managerial Leadership

IGNITE

22. This is a programme for serving Chief Executives which is fundamentally about building relationships across the wider system that leads to enhanced partnership working and improved outcomes for citizens. It is more than a leadership programme it's about making a fundamental shift in behaviours and attitudes.
23. Following a successful pilot that was reported at LGA Conference in July, we are running a second cohort starting in November. After an open invitation, we have had 54 expressions of interest from across the country.
24. There are 16 places available for the November programme which are currently being confirmed and due to the response and obvious need for something like this we will be exploring options to see if we could fund and operate a third cohort in early 2018.

Total Leadership

25. This programme is aimed at senior officers who are looking to make their next step as a Chief Executive. It runs over 12 months with six, one and a half day, residentials and additional online learning and action learning sets. It is a detailed programme and requires significant commitment.
26. The next programme is due to start in December 2017. We are funding four places on this programme currently, however if there is demand for more we could provide up to six more places and allocate more grant to this programme.

Springboard

27. This is a fast track, rising talent development programme (similar to the political Next Generation programme). With the LGA funding we are increasing the places on offer this year from 18 to 36. We are especially interested in supporting underrepresented groups to apply. To date there have been very few applications from BAME groupings and we would like to take positive action in response. The application process is to start in November.

TRANSFORM

28. This is a 12 month support programme that includes four residentials and intermodular coaching and support. It is unique in that it helps officers who are leading and implementing change using actual projects that they are delivering in their own council. It is designed for strategic leads of an organisational change programme who will have the opportunity to work with Solace and Newton Europe to apply a tried and tested change methodology to their programme and will be provided with the knowledge, tools and coaching to move the project from initial scoping and assessing through to implementation stage.

National Graduate Development Programme (NGDP)

29. Recruitment for 2017 intake of trainees on the NGDP has now been completed. Cohort 20 has seen a total of 131 graduates appointed across 53 councils - this is an increase from 95 graduates recruited the previous year.
30. Working with our learning partner, SOLACE, a prestigious and bespoke development programme has been designed to help realise the potential of the 131 trainees taking part in NGDP. Trainees will be provided with a mixture of residential training modules, regional events, online learning and action learning opportunities. As part of our offer to councils, trainees will complete an ILM Level 7 Certificate while on the programme.
31. Applications for the 2018 intake of trainees opened on 9 October and Councils can now also register their interest. Based on feedback we have received from the sector, we now offer five options for council involvement in NGDP. This includes sharing a trainee across a number of authorities, local recruitment and developing graduates already employed within the sector. We now also offer Council's the opportunity to send their existing graduates on our learning and development programme without being recruited through NGDP. The newly published Council Information Pack provides local authorities with information they need to know when considering taking on a trainee through the scheme: www.local.gov.uk/graduate-programme.
32. There had previously been discussion about whether councils could use their apprenticeship levy to pay for NGDP. This was not possible for cohort 19, as ILM Level 7 had not been mapped to an apprenticeship standard at the time. We are now investigating the options for cohort 20, however, it should be noted that ILM Level 7 apprenticeship standards require a four year commitment and 20 per cent study time, which is significantly different to the offer that council's currently sign up to.

Implications for Wales

33. There are no implications for Wales. DCLG grant is for England only. In Wales improvement work is provided directly by the WLGA.

Financial Implications

34. There are no additional financial implications arising as a result of this report. All programmes will be met from existing budgets.

Next steps

35. Officers will progress the work in the light of members' guidance.