

25 October 2018

Highlighting Leadership offer: 2018/19 work update

Purpose

For information and decision

Summary

This report updates members on our work priorities and engagement figures for the 2018/19 Highlighting Political and Managerial Leadership offer.

Recommendations

That the Improvement and Innovation Board notes the progress so far 2018/19 and offers any comments on the Highlighting Leadership work.

That an “NGDP champion” is appointed as discussed in paragraphs 33 and 34.

Action

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

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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 with the flagship IGNITE programme.
2. This report provides statistics relating to attendance at our leadership development programmes and commentary on the achievements of 2018/19.

Highlighting Political Leadership

3. 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.
4. Figures included in this report are correct up to and including September 2018. The figures represent both those that have already completed a programme and those that are pre booked onto scheduled programmes within the 2018/19 offer.
5. Highlights so far in 2018/19 are:
 - 5.1 Continued record demand for our programmes – currently 747.
 - 5.2 A successful pilot of our Women's Leadership event.
 - 5.3 Participation on our Focus on Leadership events has significantly increased from last year from outturn figures of 77 in 2017/18 to 137 so far this year and with space still available to meet any continued demand. This is primarily due to the new Women's Leadership programmes which account for roughly half of this year's total numbers.
 - 5.4 Leadership Academy numbers are already above last year's numbers with two more programme cohorts still to be marketed.
 - 5.5 The Leadership Essentials Children's Services programme has been extremely popular this year to the extent where we have added an additional two of these programmes above the normal three that are run.

6. 2018/2019 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.
7. At the time of writing, we are still awaiting figures for the Leading Edge programme in October and the Conservative and Independent Next Generation programmes. Additionally there are some block pre-bookings on programmes from councils with actual individuals still to be decided.

Political Leadership - Stats 2018/19 (up to September 2018)

	LA	LE	FoL	LEAD	NXG	LEDGE	Total
Labour	53	208	85	4	20	0	370
Conservative	56	176	29	5	0	0	266
Liberal Democrat	4	31	11	2	12	0	60
Independent	30	9	12	0	0	0	51
Total:	143	424	137	11	32	0	747

	LA	LE	FoL	LEAD	NXG	0	Total
East of England	12	53	20	2	4	0	91
East Midlands	18	34	3	1	1	0	57
Greater London	7	99	27	1	8	0	142
North East	1	10	4	1	1	0	17
North West	13	53	25	1	5	0	97
South West	12	40	8	1	3	0	64
South East	13	51	12	3	6	0	85
Wales	49	0	1	0	1	0	51
West Midlands	10	38	32	0	1	0	81
Yorkshire & Humber	8	46	5	1	2	0	62
Total:	143	424	137	11	32	0	747

	LA	LE	FoL	LEAD	NXG	LEDGE	Total
District	42	87	28	6	7	0	170
County	8	61	25	1	4	0	99
Metropolitan	20	85	37	3	8	0	153
London	7	99	27	1	8	0	142
Unitary	17	85	17	0	4	0	123
Welsh	49	0	1	0	1	0	51
Fire	0	7	2	0	0	0	9
Parks	0	0	0	0	0	0	0
Total:	143	424	137	11	32	0	747

	LA	LE	FoL	LEAD	NXG	LEDGE	Total
Male	75	239	37	8	17	0	376
Female	61	185	97	3	15	0	361
Unknown	7	0	3	0	0	0	0
Total:	143	424	137	11	32	0	747

	LA	LE	FoL	LEAD	NXG	LEDGE	Total
White British	123	368	98	10	23	0	622
Black	2	22	14	0	0	0	38
Asian	11	29	19	1	9	0	69
Unknown	7	0	3	0	0	0	10
Mixed Race	0	5	3	0	0	0	8
Total:	143	424	137	11	32	0	747

Ethnic Origin		
White British	83.3%	(-0.7%)
Black	5.1%	(+1.1%)
Asian	9.2%	(-1.8%)
Unknown	1.3%	(+1%)
Mixed Race	1.1%	(=)

LA = Leadership Academy
FoL = Focus on Leadership
NXG = Next Generation

LE = Leadership Essentials
LEAD = Leaders Programme
LEDGE = Leading Edge

Be a Councillor

- The LGA's Highlighting Political Leadership offer provides support and development to councillors throughout their local government political career. We also recognise that prospective councillors will benefit from access to advice, information and guidance before making a decision about whether or not to stand. 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.
- The 2018/19 "Be a Councillor" campaign continues to grow on the previous year's refreshed programme. New campaigns for this year are underway with Lichfield, Reigate & Banstead and Waverly. Campaigns that have continued to be developed are in place with Wolverhampton, Kingston upon Thames, Guildford and Epsom & Ewell councils.
- This year "Be a Councillor" will have a communications focus celebrating the votes for women centenary and encouraging young people to get involved in local politics. We have begun working with the British Youth Council, My Life My Say and Shout Out UK to organise a series of events throughout the autumn 2018 and spring 2019.

Leaders' Programme

11. Delegates for this year's programme have been agreed with the Political Group Offices and 11 Leaders will take part.

Leading Edge

12. Our Leading Edge programmes are bespoke events solely for current Leaders and Chief Executives. They are designed to bring together both the senior political and managerial leadership of a council to interact with other local authorities and give them the opportunity to explore current issues in a collaborative way in a confidential, safe space.
13. This year's programme is scheduled for late October with the theme of understanding and successfully navigating "Partnerships and Place."

Leadership Academy

14. We are running eight Leadership Academy programmes this year. Four have already started and completed their Module one and the first programme of this year will have completed Module two as well.
15. Numbers are already above last year's total with two more programme cohorts still to be marketed.

Next Generation

16. The Leadership team have worked with the Political Group Offices to launch their programmes during the summer. There are 20 confirmed councillors on the Labour Group programme and 12 confirmed on the Liberal Democrat Group programme.
17. Final confirmation on the Conservative Group and Independent Group programmes is imminent at the time of writing and expected to be 20 councillors and 10 councillors respectively.
18. Each Group's programme will run three modules, beginning in October 2018 and concluding in March 2019.

Other programmes

19. After a successful Women's Leadership one day event in June, we will be running an extended weekend programme in December. Feedback from the day was positive and the weekend programme agenda will incorporate some changes to reflect the feedback.
20. Participation on our Focus on Leadership events has significantly increased from last year from turnout figures of 77 in 2017/18 to 137 so far this year and with space still available to meet any continued demand. This is primarily due to the new Women's Leadership programmes which account for roughly half of this year's total numbers.

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21. The Leadership Essentials Children's Services programme has been extremely popular this year to the extent where we have added an additional two of these programmes above the normal three that are run.
22. All three Commercial skills masterclasses being held in September, November and January 2019 are fully booked.

Online resources

23. E-learning now has over 9,400 Members and the number of training options available continues to grow. In the last year, new modules have been introduced on stress management and personal resilience, dealing with complex issues facing residents, commissioning of council services and GDPR/DPA 2018. To ensure that our online resources reflect the ongoing changes in local government they are regularly reviewed.
24. Workbooks have been developed on local government finance and commissioning of council services. A suite of resources around equality, diversity and unconscious bias is being scoped presently.

Community Leadership

25. Following the recent council elections the Leadership team have organised and delivered a series of face to face bespoke workshops for a number of councils, aimed at new or recently elected councillors. Sessions have been delivered in Eastleigh, Cheltenham, Havering, Hounslow, Newham, Tower Hamlets, Sutton, Lewisham, Doncaster, Chiltern and South Buckinghamshire as well as eight specifically designed sessions to support the LGA's work in the Royal Borough of Kensington and Chelsea.

Highlighting Managerial Leadership

IGNITE

26. A short collection of thoughts and experiences about the changing role of local authority Chief Executives from participants of the programmes to date is being collated and will be published at the Solace Conference in October.
27. A further two cohorts of IGNITE are planned, one starting in November and the other in February 2019.

Commercial Skills

28. As part of the LGA's overall offer to councils, the Productivity team continue to offer the Commercial Skills for senior officers programme. Its aim is that officers feel able to make confident and robust commercial decisions. The training comprises of four modules: dealing and negotiating with commercial partners, commercial strategy and risk, governance and finance. It is also an excellent opportunity for participants to connect with other councils developing commercial initiatives.
29. Two programmes are currently scheduled for 2018/19, the first in Oxfordshire, starting in October and the second in Leeds, starting in January.

National Graduate Development Programme (NGDP)

30. Following the report to the Board in June 2018, Members will be aware that the NGDP continues to go from strength to strength, with more councils and graduates engaging in the programme year on year. Cohort 20 recruitment has now been finalised, and at the time of writing there are 125 graduates starting in roles across 57 councils.
31. A key objective for NGDP during 2018/19 is to increase exposure of NGDP to councils and other relevant organisations across local government. To support this, council registration has formally been opened earlier than in previous years and the Leadership and Localism team have designed a new toolkit to support councils to promote their participation to prospective candidates.
32. Applications for candidates opened on 17 September 2018 and closes on 3 January 2019. This period provides a window of opportunity for councils to promote their participation to candidates while they are still applying for roles. This is a particularly important message for councils who have previously struggled to attract candidates or sell the benefits of working at their particular council. The toolkit has been designed to help councils understand the recruitment timeline, promote and advertise their council to candidates and prepare perspective candidates for the recruitment process.
33. To align with the key objective of increasing exposure of NGDP to councils it is proposed that the Board appoint one of its members as “NGDP champion”. This member would need to be someone whose council already participates in the NGDP (or can commit to their council joining the scheme this year).
34. The “NGDP champion” would work with the Leadership team to identify and make contact with (particularly at a political level) councils that are not currently part of NGDP with a view to getting them engaged and involved.
35. As NGDP continues to grow it will be important to continue to ensure its financial sustainability as the programme is currently reliant on a portion of the improvement grant. Financial sustainability and the potential of a name change (to a programme name that specifically references Local Government) have previously been reported to the Board. This work will continue to be reported at future milestones.

Other programmes

36. As part of our ongoing work with Solace, a new cohort of Total Leadership will commence in January 2019. Feedback from the last programme has remained at over 90 per cent satisfaction levels.
37. Applications for Springboard and Transform programmes for this year will open in October.

Financial implications

38. All programmes will be met from existing budgets.

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Implications for Wales

39. There are no implications for Wales.