

2 November 2015

2015/16 Highlighting Leadership offer

Purpose

For information and decision.

Summary

This report outlines our political and managerial leadership sector-led improvement offer for 2015/16 and the take up from bookings to date.

The Board is asked to give its approval for a tender process to find a suitable supplier(s) to deliver the LGA's Leadership Academy programme from 2016, when the current suppliers' contract expires.

Recommendation

That the Improvement and Innovation Board:

- a) notes the report, and offers any comments on the Highlighting Leadership offer
- b) agrees the proposed Leadership Academy tender process.

Action

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

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2015/16 Highlighting Leadership offer

Background

1. The LGA's Highlighting Leadership Programme forms part of our wider package of sector-led improvement. Refreshed and rebranded last year, it offers a range of programmes aimed at supporting and developing councillors at all levels and is agile and flexible to respond to the changes and challenges seen locally and nationally.

Highlighting Political Leadership Programme

2. **Leaders' Programme** – is aimed at council leaders across the political spectrum who have no more than five years' experience in the role. It provides them with a unique opportunity to develop their capacity, knowledge and networks in order to lead change within the sector.
3. **Leading Edge** – focussing on the critical interface between elected leaders and their chief executives, this programme provides a unique opportunity for delegates to work together in addressing the most challenging issues facing local government. This year's programme will involve up to 50 leaders and chief executives from a variety of councils who will be invited to take part in a 24-hour workshop looking at devolution and place based leadership.
4. **Leadership Academy** – the LGA's flagship leadership development programme for leading councillors comprises three two-day residential modules over a three month period. Leading councillors from across the country and political spectrum have found the Leadership Academy helps to ensure that they can effectively address modern challenges and make the most of new opportunities. The programme is accredited by the Institute of Leadership and Management (ILM), the UK's leading award-winning body for leadership and management.
5. Members are asked to refer to paragraph 16 of this report for information about the Leadership Academy tender process.
6. **Leadership Essentials** – provides a variety of two-day learning and development events for leading members to focus on specific portfolio areas or themes such as finance, children services, commissioning, cultural services and digital leadership.
7. **Political Leadership Master Classes** – a newly developed series of one-day master classes for councillors holding leadership positions at their council, where hand-picked experts will share the latest thinking and practice on selected topics. Four master classes will be run this year on: Consultation and Engagement, Leading Cultural Change, Working with the Media, and Risk Management.
8. **Next Generation** – a series of residential modules run per political group, including the LGA's Independent Group, which aims to support and encourage ambitious and talented councillors to be bold and confident political leaders. A competitive application process for this programme opens each year at LGA Annual Conference.
9. **Focus on Leadership** - seminars and workshops, including an effective opposition programme and the Young Councillors Weekender, designed to help councillors in their

existing roles, provide a bridge to more senior leadership positions and build valuable peer networks across the country.

10. **Community Leadership** – sessions such as being an effective ward councillor, scrutiny, charring skills, personal impact, social media and licensing are tailored to the needs of a council/s, working alongside council officers, LGA member peers and with input from LGA regional Principal Advisers. In the past year we have delivered community leadership training sessions ‘in-house’ to a number of councils including East Staffordshire Borough Council (BC), Crawley BC, Epsom and Ewell BC, Portsmouth City, Selby District Council (DC), South Oxfordshire DC, Stoke on Trent City Council and Thanet DC. The sessions supplement the suite of councillor workbooks available to download from the LGA website.
11. **E-learning modules** – individual councillors can sign up to use an online platform to access modules on councillor induction, being an effective ward councillor, facilitation and conflict resolution, and handling complaints for service improvement. To date, over 7000 people have registered to use the e-learning modules via the portal provided by the LGA, through their own council systems or through other suppliers of e-learning to councils. Two new e-learning modules, covering scrutiny and the work of Police and Crime Panels, will be available from December.
12. **Be a Councillor** – offers resources to help increase the pool of talent from which councillors are elected, by encouraging fresh new talent to stand for election and by helping talent-spotters to attract people who would make great councillors.
13. **Bookings** – A total of 670 councillors have so far attended or are booked to attend our leadership development programmes. This is a significant increase compared to the number of attendees in the whole of 2014/15 (577) and 2013/14 (504). In 2015/16 bookings to date on the Leadership Academy (LA), Leadership Essentials (LE), Focus on Leadership (FoL), Leaders’ Programme (LEAD), Next Generation (NXG) and Leading Edge (LEDGE) programmes are as follows:

Political Party Group	LA	LE	FoL	LEAD	NXG	LEDGE	Total
Labour	68	159	29	4	20	3	283
Conservative	33	190	24	4	15*	11	277
Liberal Democrat	3	17	14	2	11	1	48
Independent	15	19	10	2	15	1	62
Total	119	385	77	12	61	16**	670

* Cohort to be confirmed; an estimated number is included in the above table but not in subsequent tables below.

** There are also 22 chief executives booked on the Leading Edge programme.

Region	LA	LE	FoL	LEAD	NXG	LEDGE	Total
East of England	19	50	8	3	5	0	85
East Midlands	13	37	7	1	1	0	59
Greater London	5	29	8	2	9	0	53
North East	5	14	1	0	1	0	21
North West	11	35	4	1	6	0	57
South West	9	51	7	0	5	0	72
South East	10	71	30	4	8	16	139
Wales	24	0	0	0	1	0	25
West Midlands	13	56	9	1	4	0	83
Yorkshire & Humber	10	42	3	0	6	0	61
Total:	119	385	77	12	46	16	655

Type of Council	LA	LE	FoL	LEAD	NXG	LEDGE	Total
District	41	143	34	7	16	12	253
County	8	34	11	1	0	0	54
Metropolitan	23	66	5	0	9	3	106
London	5	29	8	2	9	0	53
Unitary	18	102	19	2	11	1	153
Welsh	24	0	0	0	1	0	25
Fire	0	11	0	0	0	0	11
Parks	0	0	0	0	0	0	0
Total:	119	385	77	12	46	16	655

Gender	LA	LE	FoL	LEAD	NXG	LEDGE	Total
Male	75	234	50	5	25	13	402
Female	44	151	27	7	21	3	253
Total:	119	385	77	12	46	16	655

Highlighting Managerial Leadership Programme

14. **National Graduate Development Programme (ngdp)** – the ngdp for local government is a graduate recruitment and management training programme that aims to bring the next generation of talent into local authorities across England and Wales. Following a record number of requests from councils to take part in Cohort 17 of the ngdp, the programme welcomes 98 trainees into 44 councils this autumn.
15. For a full list of Highlighting Leadership programmes, including dates and booking information, visit the LGA website at <http://www.local.gov.uk/councillor-development>. A brochure and leaflets are also available detailing the suite of programmes in our Highlighting Leadership offer.

The Leadership Academy and tender process

16. In early 2016 it will become necessary to engage in a retendering exercise to seek suppliers to provide the leadership development services for the LGA's Leadership Academy programme. The size and duration of any potential contract means that this must be done through a full European Union Official Journal procurement route (OJEU) involving an open, transparent and detailed process of requesting bids from across the whole of the European Union. It is necessary to do this as the contract value exceeds the threshold stated in EU procurement rules (£173,000). The potential value of the contract is approximately £400,000 over a two year period with a possibility that any contract could be extended for a further year at the discretion of the LGA. Due to the values involved in this contract, the Board is asked to approve the proposed procurement process.
17. Local politicians face multiple challenges and opportunities from reducing budgets and re-shaping services, to working with diverse communities and complex political alliances. The Leadership Academy programme focusses on these challenges faced across local government and aims to deliver a step change in leadership behaviours, strategies, skills and mind-set.
18. The programme aims to help delegates: understand their own leadership style and improve leadership capabilities, work on their own specific council challenges, develop a 'leadership toolbox' of techniques and strategies for different situations, take learning back to their council and work with peers from other parties and councils.

Next steps

19. Members are asked to:
 - 19.1. note the report and offer any comments.
 - 19.2. agree the proposed Leadership Academy tender process.

Financial implications

20. None.