

# HIGHLIGHTING POLITICAL LEADERSHIP

THE LGA DEVELOPMENT OFFER



Leadership development for local politicians

A sector-led approach to improving local leadership

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# LEADERSHIP INSPIRE

Inspiring local communities and creating a better future for the people and places we represent takes ambitious leadership. And effective political leadership has always been at the heart of healthy democracy.

The Local Government Association's (LGA) range of political leadership development programmes helps to support and develop councillors ensuring our local politicians are confident and capable; well-equipped and well-supported to make a difference, deliver and be trusted.

As a local politician, finding the time to reflect, to build up your networks and to challenge yourself can be tricky. Our Highlighting Leadership programmes provide opportunities to do just that; for those at the very beginning of their political careers, through to experienced leaders – building the leadership capacity of individuals and the wider sector.

The range of development programmes and resources available have been developed with the sector to ensure each

one is not only relevant, ambitious and responsive to the changing local government agenda but also offers value for money for local councils up and down the country.

Supporting effective political leadership is part of our wider package of sector-led improvement; helping councils strengthen local accountability, monitor performance and drive improvement. Other elements include; corporate peer challenge, LG Inform (our online data service enabling councils to compare their performance with others), our productivity programme, and a range of service-specific offers. Further information on the full sector-led improvement package is available on the LGA website:

[www.local.gov.uk/sector-led-improvement](http://www.local.gov.uk/sector-led-improvement)





## AT A GLANCE: HIGHLIGHTING LEADERSHIP OPPORTUNITIES FOR POLITICIANS



THE LEADERS' PROGRAMME



TOP TEAM DEVELOPMENT



LEADING EDGE



LEADERSHIP ACADEMY

Description	Designed to stretch, support and improve the leadership capacity of council leaders.	Supporting the council leader and cabinet to improve strategic direction and leadership (may include the council chief executive corporate management team if requested).	Supporting elected leaders and senior officers consider key challenges facing councils, their communities and the sector, together.	Delivering a step-change in leadership behaviours, strategies, skills and mind-set for: <ul style="list-style-type: none"> <li>• deputy leaders</li> <li>• group leaders</li> <li>• portfolio holders</li> <li>• portfolio shadows               <ul style="list-style-type: none"> <li>• scrutiny/ committee chairs</li> </ul> </li> <li>• open to interested council leaders.</li> </ul>
Schedule	Residential, modular, cross-party events	Day-long event(s), delivered at a venue away from the council offices but in your local area	Ranging from day-long to 24-hour, residential cross-party, events	Modular programme, with 3, 2-day cross-party residential events over 3 months
Cost	Fully subsidised	£1500-£3000	Fully subsidised	The first place booked per authority is £1000. Subsequent places are £1250

LEADERSHIP ESSENTIALS	NEXT GENERATION	FOCUS ON LEADERSHIP	COMMUNITY LEADERSHIP	BE A COUNCILLOR
<p>Themed learning opportunities for</p> <ul style="list-style-type: none"> <li>• deputy leaders</li> <li>• portfolio holders</li> <li>• service committee chairs</li> <li>• open to interested council leaders.</li> </ul>	<p>Political development opportunities for ambitious councillors looking for a party-political development opportunity or a tailored programme represented by the Independent Group</p>	<p>Helping councillors interested in building their networks and developing their leadership skills.</p>	<p>Resources and events to support councillors as community leaders and particularly newly elected councillors.</p>	<p>Resources and events to encourage more talented people to stand as councillors.</p>
<p>2-day residential cross-party events</p>	<p>Residential, modular party-based events taking place across England</p>	<p>Ranging from 1-day to 2-day residential cross-party events</p>	<p>Various</p>	<p>Various</p>
<p>The majority are fully subsidised</p>	<p>Fully subsidised</p>	<p>Various depending on the event - please get in touch for more information</p>	<p>Fully subsidised</p>	<p>Fully subsidised</p>

For full details on all Highlighting Political Leadership programmes, forthcoming programme dates and availability please visit:  
[www.local.gov.uk/councillor-development](http://www.local.gov.uk/councillor-development)



## THE LEADERS' PROGRAMME

The Leaders' Programme is a new modular leadership development opportunity designed around the needs of council leaders, including a balance of party-based and cross-party components.

### About the programme

The Leaders' Programme will support and stretch leaders to ensure they have the capacity to successfully lead their communities and organisations. The programme seeks to create a safe space for council leaders to share their concerns and challenges; learn from one another; work together on addressing the big issues they face; and explore and test new ways of working and leading across their organisations, partnerships and communities.

Participants themselves will set the programme agenda, selecting from a menu of expert speakers and supported throughout with external facilitation.

### Benefits of attending

The programme will provide a group of like-minded council leaders with the time and space to:

- better understand the changing environment and how it might impact on their local community and landscape

- develop and enhance their organisations agility and resilience when addressing the complex and difficult challenges their communities face
- reflect and sharpen their own leadership skills so that they are better equipped to harness collaborative energies of individuals, communities, businesses and public sector partners to deliver enhanced public value in these challenging times.

### Who is it for?

This programme is designed for council leaders who have been in the role for five years or less.

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## TOP TEAM DEVELOPMENT

A new development opportunity for the council's senior political leadership team, delivered in situ, and helping to improve strategic direction and leadership to the council and wider community.

### About the programme

The day-long programme is designed in partnership with the council and focusses on the key leadership issues identified. The programme is delivered by a team of skilled LGA Advisers/Associates, an accredited peer, or other co-facilitators as appropriate.

The programme is designed for the council's leader and cabinet, however, if the requirement is for joint development of the top political and management teams the chief executive and senior management team would also be involved in a joint event to explore the key issues together.

Depending upon the development need the programme might cover:

- roles and relationships
- team building (using the MBTI, TMS or Belbin Team Role tool if appropriate)
- leadership styles
- budgeting and financial monitoring
- performance management
- communication
- visioning.

### Who is it for?

If you would like to discuss whether this programme is right for your council, initial enquiries should be made to your regional Principal Adviser.

### Fees

- cabinet development programme (including planning and preparation session with an LGA Associate/Member Peer) – up to £1500.
- joint cabinet and corporate management team development programme (including planning and preparation session with an LGA Associate/Member Peer) – up to £3000.00

We recommend a venue away from the council offices, and the host council is responsible for organising the venue and refreshments.

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## LEADING EDGE

The LGA's Leading Edge area of work focuses on the critical interface between elected leaders and senior officers; challenging them to consider the key issues facing councils, communities and the wider public sector.

As part of the LGA Leadership development offer, these 24-hour residential events offer a safe space and support for top level politicians and officers to share thinking and ideas on key issues affecting their councils. Last year's programme was run specifically for district council leaders and chief executives only. The workshops were themed around Leadership for Improvement, with particular focus on improving efficiency and effectiveness, testing the opportunities for collaboration and exploring more entrepreneurial approaches to service delivery.

This year's Leading Edge programme will follow a similar format and involve up to 50 leaders and chief executives from a variety of councils who will be invited to take part in one of a series of workshop events. The events will focus on the most challenging issues facing local government including devolution, coping with extreme financial pressure and demand management.

**LEADERSHIP**  
**EFFICIENCY**  
**DEVELOP**

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## LEADERSHIP ACADEMY

The Leadership Academy is the LGA's flagship development programme for councillors in leadership positions. Refreshed and updated for the current challenges faced across local government, the Leadership Academy delivers for local leaders a step change in leadership behaviours, strategies, skills and mind-set.

Designed for councillors in leadership positions, such as group leaders, portfolio holders, portfolio shadows and committee chairs, the Leadership Academy Programme is accredited by The Institute of Leadership and Management (ILM), the UK's leading award winning body for leadership and management.

Local politicians are facing an environment of multiple challenges and opportunities; from reducing budgets and re-shaping services to diverse community challenges and complex political alliances. Developing the skills for effective local leadership is vital to ensure councillors can rise to these challenges and make the most of the opportunities to benefit their communities.

### About the programme

The Leadership Academy is a modular leadership development programme with three, two-day residential modules which take place over a three month period.

**Module 1:** focuses on leading through relationships

**Module 2:** looks at leading innovation and change

**Module 3:** explores leading communities and place

All modules are underpinned by the following principles:

- grounded in the challenges and opportunities provided by the current local government context.
- draw on leading edge thinking.
- sharing of best practice.

“Thought provoking,  
intellectually challenging  
and inspiring.”



## LEADERSHIP ACADEMY

### Benefits of attending

- understand your own leadership style and improve your leadership capabilities
- understand and implement effective leadership strategies for the current environment
- work on your own specific challenges relevant to your council
- develop a 'leadership toolbox' of techniques and strategies for different situations
- taking your learning back to your council
- working with peers from other parties and councils
- receive an ILM accredited certificate on completion.

### Who is it for?

Councillors who recognise the need to improve their leadership capabilities to meet the challenges they are facing day-to-day and for the longer term future of their council. The programme is designed for councillors in leadership positions:

- deputy leaders
- group leaders
- portfolio holders
- portfolio shadows
- scrutiny/committee chairs
- open to interested council leaders.

### Fees

The cost for the first place booked for each authority is now just £1,000. The cost for each subsequent place will be £1,250. The fee covers all the costs of the programme including accommodation, meals and materials except travel costs.

LEADERSHIP  
VISION  
CONFIDENT

#### Contact:

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## LEADERSHIP ESSENTIALS

The Leadership Essentials programme is a series of demand-led stand-alone leadership programmes and events.

### About the programme

Designed as themed learning opportunities for councillors, each programme concentrates on a specific portfolio area, such as Children's Services, Finance or Planning, or a specific theme such as communications or Risk Management.

### Benefits of attending

The Leadership Essentials Programmes provide a great chance for councillors to develop leadership skills in a particular area and share experiences among colleagues dealing with similar challenges.

2016/2017 Leadership Essentials programme will include:

- Health and Wellbeing for HWB Chairs and Vice-Chairs
- Children's Services
- Adult Social Care
- Sport
- Cultural Services
- Fire and Rescue Services
- Commissioning
- Finance
- Digital Leadership
- Getting Your Message Across
- Effective Scrutiny
- Planning

### Who is it for?

Leadership Essentials programmes are designed for portfolio holders or service committee chairs and are also open to interested council leaders.

### Fees

The majority of Leadership Essentials programmes are fully subsidised, covering accommodation, meals and tuition so there is no fee to attend. Participants are responsible for their own travel arrangements and costs.

#### Contact:

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## NEXT GENERATION

The Next Generation Programme offers ambitious and talented councillors an unparalleled political development opportunity. Next Generation is uniquely developed within party political traditions and with party political experts and there is also a programme for councillors represented by the LGA's Independent Group.

### About the programme

The Next Generation Programme aims to support and encourage ambitious and talented councillors to be bold and confident political leaders; representing, understanding and working with their communities and constituents and upholding their own and their party's values and morals.

The programme also supports councillors to progress in their political careers and to be champions of local government.

The format of each programme – Conservative, Liberal Democrat, Labour, and Independent – is slightly different but usually based around three residential blocks, each lasting two days with different additional events for each programme.

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**Virginia Ponton**

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### Benefits of attending

Each stream of Next Generation has been uniquely developed in political group settings, however overall the Next Generation Programme provides all participants with the opportunity to:

- increase awareness of the different styles and approaches to political leadership
- better understand their Party's distinctive approach to policy and governance
- define their 'vision' for their council/ward/group
- increase confidence and awareness of the importance of communication and media skills
- learn more about their own personal strengths and weaknesses as a community and political leader
- increase understanding of the practical strategies to policy making and best practice in local groups and councils.

“Next Generation has been exhilarating and inspiring. The supportive ‘party’ nature of the courses certainly matters.”



## NEXT GENERATION

### Who is it for?

The Next Generation programme is for ambitious and talented councillors who are interested in a party political development opportunity. There is also a tailored programme for councillors represented by the LGA's Independent Group office.

There is a competitive application process and, to apply for any of the programmes, your council must be an LGA member.

For more information on the application criteria for each party stream please contact [helen.rankin@local.gov.uk](mailto:helen.rankin@local.gov.uk) or your LGA political group office.

### Fees

There is no cost to attend the programme, however participants must cover their own travel costs.

LEADERSHIP  
TALENT  
AMBITION

#### Contact:

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## FOCUS ON LEADERSHIP

The focus on leadership series provides seminars and workshops to help councillors in their existing roles and provide a bridge to more senior leadership positions. Focus on leadership workshops include: Effective Opposition, Young Councillors Weekender and BAME (Black, Asian and Minority Ethnic) Councillors Weekender Event – supporting councillors to build valuable networks with peers from across the country.

### Who is it for?

The Focus on Leadership series is open to councillors who are interested in making links with others in a similar position or situation.

### Fees

These vary depending on the event, please get in touch for more information.

**“The Young Councillors’ Weekender is a combination of fresh thinking and innovation ready to engage younger talent into playing a part in the world of local leadership”**

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## COMMUNITY LEADERSHIP

‘The resources available are designed to enable all members, particularly those who are newly elected to develop a portfolio of skills to equip them for their role as community leaders and effective politicians.’ Offering a choice of different learning methods the Community Leadership resources range from e-learning modules, self-guided workbooks and training events held at your council on topics such as induction, effective ward councillor, chairing and social media.

The LGA's annual Councillors' Guide provides a wealth of information for newly elected councillors and the Political Skills Framework provides a self-reflective learning tool to identify areas of strength and those needing development.

As part of the continued development commitment opportunities for councillors the LGA has worked with the Regional Employers Organisations to establish and support the Charter for Member Development. The Charter signifies commitment from an authority to introduce a policy that supports and encourages member development. Further details of the Charter for Member Development can be found on the Community Leadership pages on the LGA website.

**LEADERSHIP**  
**INSPIRE**  
**SHARE**

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## BE A COUNCILLOR

Local government is only as vibrant, effective and relevant as the people elected to run it. The Be a Councillor campaign works with councils, councillors, political parties and the community to raise the profile of the role of elected councillor and encourage more people to stand for election. Ultimately it's the electorate who decide who becomes a councillor, but we are committed to helping increase the pool from which councillors are elected.

Be a Councillor provides a range of resources to encourage interest in the role of a councillor; from a suite of materials which can be tailored to your particular area, to toolkits to help you run events and attract people from all backgrounds to consider standing for election.

### Who is it for?

Be a Councillor works with councils, political parties and individuals to support prospective candidates at the beginning of their journey. Training can be provided to prospective councillors and candidates in the lead up to elections to help prepare them for the new role they will take on if elected as a local councillor.

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### What does it involve?

If you're a council or regional organisation, we can work with you to identify the best options for a local Be a Councillor campaign. Support can be provided through a number of means including advice, materials including bespoke websites, training and events. Individuals can contact Be a Councillor for more information about standing for election and signposted to support offered from the individual political group offices here at the LGA.

### What does it cost?

The majority of Be a Councillor support has no cost attached. For bespoke materials there may be a fee. Please contact the team to discuss in more detail.









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please contact us on 020 7664 3000.  
We consider requests on an individual basis.

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