

Appendix A

LGA Highlighting Political Leadership Update – October 2016

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.

Leading councillors from across the country and political spectrum have found the Leadership Academy helps to ensure they can effectively address modern challenges and make the most of new opportunities. The programme is now recognised by ILM (Institute of Leadership & Management), the UK's leading awarding body for leadership and management, and Leadership Academy graduates will now receive an accredited ILM certificate. The Leadership Academy is a leadership development programme for leading councillors based on three two-day residential modules over a three-month period.

Module 1 focuses on **leading through relationships**. This module explores how councillors can develop, maintain and use relationships (both internal and external) to provide effective leadership at the political, organisational and wider community levels.

Module 2 looks at **leading innovation and change**. This module will develop councillors' ability to lead and manage complex change to improve effectiveness and efficiency and to achieve better outcomes for the community

Module 3 explores **leading communities and place**. The focus is on helping councillors to communicate with and provide leadership to their communities and within partnerships to achieve growth and prosperity.

Who is it for?

Councillors in leadership positions, including leaders of councils, deputy leaders, leaders of political groups, portfolio holders, shadow portfolios, scrutiny chairs and committee chairs.

Fees: The cost of the first place booked for each authority is now just £1,000, and the cost for each subsequent place will be £1,250. The fee covers accommodation, meals, refreshments, material and tuition for the three residential modules

Midweek Programme 164: Warwick Conference Centre, Coventry

Module 1: Tuesday 25th October – Wednesday 26th October 2016

Module 2: Monday, 28th November – Tuesday, 29th November 2016

Module 3: Tuesday 10th January – Wednesday 11th January 2016

Weekend Programme 165: Warwick Conference Centre, Coventry

Module 1: Saturday 12th November – Sunday 13th November 2016

Module 2: Saturday 10th December – Sunday 11th December 2016

Module 3: Saturday 21st January – Sunday 22nd January 2017

Midweek Programme 166: Warwick Conference Centre, Coventry

Module 1: Thursday 12th January – Friday 13th January 2017

Module 2: Tuesday 7th February – Wednesday 8th February 2017

Module 3: Tuesday 7th March – Wednesday 8th March 2017

Political Leadership Masterclasses

These one-day political master classes are for councillors who hold leadership positions on their councils including cabinet members, committee chairs and opposition group leaders. The cost of places at these events is fully subsidised. There are a very limited number of places available and they will be allocated on a strictly first come, first served basis.

Working with the Media Political Leadership Masterclass

9.30 - 4.30pm

Warwick Conferences, Coventry, CV4 7SH

Working with the Media Masterclass 4 - Thursday, 1st December 2016

Working with the Media Masterclass 5 - Thursday, 26th January 2017

For councillors in leadership positions, including leaders of councils, deputy leaders, leaders of political groups, portfolio holders

As a leading councillor, you play a pivotal role in raising awareness of your local area and organisation through the media. We're running an intense one-day masterclass to develop and enhance your interview skills.

The session will be run by experienced journalists who will provide guidance and advice on:

- understanding journalists, your local media and what makes news
- how to prepare for an interview, present yourself and avoid the pitfalls
- how to develop meaningful messages and narrative
- how to convey your message and control an interview

You'll undertake three interviews (both print and broadcast) during the course of the day with one-on-one guidance and detailed feedback. USB sticks containing all your interviews, along with media training notes, will be given to you at the end of the day to review in your own time.

The event is fully subsidised for all delegates. However, please note once you commit to joining the 'Working with the Media' masterclass if you are then unable to make it, a £500 fee will be charged to your council.

Risk Management Political Leadership Masterclass

9.30 - 4.30pm, Wednesday, 12th October 2016

Warwick Conferences, Coventry, CV4 7SH

Sometimes the biggest risk you can take is to take no risks at all!

But what do we mean by risk and how can we make sure that we take it into account when making decisions?

This seminar will consider the types of risk that Councillors are likely to meet as they seek to influence the decision making process at their Council. After establishing what is meant by risk, how risk is identified, evaluated and managed, the seminar will provide an opportunity for participants to discuss in a supportive environment how best to understand and deal with the political, financial and practical risks they face.

Consultation and Engagement Political Leadership Masterclass

9.30 – 4.30, Friday, 18 November 2016

Roffey Park, Horsham, West Sussex

Learn how to consult and engage like a guru!

This one-day political masterclass, aimed at cabinet members, committee chairs and opposition group leaders, will challenge you to raise your game and master the art of consultation and engagement without busting your budget.

On hand with tips and techniques to take away, will be a small army of hand-picked experts who will be sharing their considerable knowledge for you to immediately put into place in your council.

At the end of the session, you would have been exposed to the latest cutting edge thinking and best practice around consultation and engagement, real life experiences of colleagues from around the country and across the political spectrum, and tactics from other sectors that can be adapted for use in your authority.

Leading Culture Change Political Leadership Masterclass

9.30 - 4.30, Thursday, 24th November 2016 – FULL

Warwick Conferences, Coventry, CV4 7SH

How do you change age-old practices and the embedded culture of your council?

The first step is to attend this one-day development programme for councillors in leadership positions in their councils.

This is no ordinary workshop featuring lists of 'dos and don'ts', death by PowerPoint and some dry handouts that you'll promptly discard on your way home.

This highly interactive session covers the very latest thinking and practice in leading culture change. It also offers a unique opportunity to work through challenges with participants from across the political spectrum, by providing insights, knowledge and effective tools that will help you to take a lead on and overcome barriers to change.

An expert panel will illustrate how culture change is achieved on time, on budget and with huge benefits for local communities, and, of course councils.

Leadership Essentials

The Leadership Essentials programme is a series of themed leadership events and workshops. They are aimed at leading members offering a stand-alone opportunity to concentrate on particular themes and share experiences amongst colleagues dealing with similar challenges. These programmes are run at Warwick Conference Centre, Coventry

Leadership Essentials Finance

This two-day residential programme will help leaders and finance portfolio holders get to grips with the financial challenges facing their authority. The course discusses setting longer-term strategies for sustainability as well as balancing the budget on an annual basis, and how to work with officers to ensure that the Council is making the most of its opportunities.

Designed for Leaders and finance portfolio holders, this programme is an opportunity to focus on financial management and governance ahead of the final stages of the 2017/18 budget process, but also to look longer term at what the strategic options may be for the Council and its local area. Participants will hear from a variety of speakers with experience of financial leadership in difficult times and experts on the financial impact of change.

Topic covered will include;

- The role of leaders and portfolio holders in a changing financial environment
- Working with others to make sense of the opportunities
- Understanding the council's finances

- Navigating the budget process
- The financial aspects of the new delivery models
- Recognising a good business case for change

Programme 6: Wednesday, 23rd November – Thursday, 24th November 2016

The cost of attending this programme is fully subsidised, but places are limited and will be offered on a strict first come first served basis.

Leadership Essentials: Commissioning Academy for Elected Members

Councillors have a key role to play in the governance of the commissioning activity of councils so there is a vital need for a development offer for elected members on this important subject. This programme is for cabinet members, leaders, deputy leaders and councillors with involvement in their council's commissioning of services. It draws upon the themes of the highly successful LGA and Cabinet Office Commissioning Academy aimed at council officers.

The objectives of the sessions are to:

- Help councillors improve and develop the commissioning activity of their council
- Explore the importance of political leadership to improving commissioning
- Provide an opportunity for networking and sharing areas of good commissioning practice for the sector
- Opportunities for you to discuss and find solutions to your own commissioning issues

Programme 7: Thursday, 16th February 2017 - Friday 17th February 2017

Leadership Essentials Health & Well-being for HWB Chairs & Vice-Chairs

Health and Well-Being Boards are entering a critical phase of their development. The role of the Chair is pivotal in maintaining relationships with partners through difficult conversations, promoting shared ownership of and collective leadership for the Board and ensuring accountability to the community. This two-day residential session gives Chairs

and Vice-Chairs an opportunity to come together to have space to think and reflect, share experiences and actively learn from each other through the LGA's tried and tested approach to leadership development.

The session will be led by peers with input from national partners. We are offering a choice of four programme dates:

Programme 11: Tuesday 22nd November – Wednesday, 23rd November 2016

Programme 12: Tuesday 24th January – Wednesday 25th January 2017

The cost of attending this programme is fully subsidised. This includes accommodation, meals, course materials and tuition.

Leadership Essentials Children's Services

Lead Members for Children's Services are responsible for providing leadership to Children's Services in their area and hold a statutory role. This development event is funded as part of the sector led improvement programme and aims to support Lead Members with the key challenges they face in the changing policy landscape and to develop leadership capacity, share learning and provide a valuable networking opportunity. This programme is also for Chairs of Children's Services scrutiny committee.

The programme runs over two days and is delivered by member peers and LGA staff supported by guest speakers from local government and partner agencies. We are offering a choice of three programme dates:

Programme 15: Wednesday 16th November – Thursday 17th November 2016 - **Full**

Programme 16: Wednesday 18th January – Thursday 19th January 2017

The cost of attending this programme is fully subsidised. This includes accommodation, meals, course materials and tuition.

Leadership Essentials Adult Social Care

This development event supports Lead Members with the key challenges they face in adult social care in the changing policy landscape. It offers the opportunity to explore leadership capacity, to share learning and to make valuable contacts. The course is residential, runs over two days and is delivered by LGA staff supported by high profile guest speakers from local government and partner agencies. The event is member led, interactive, and maximises the opportunity for discussion, sharing of practice and innovative solutions in a confidential environment.

It will focus on leadership in the current challenging policy and practice context, including implementing the Care Act, sector led improvement and integration. The event is supported

by the LGA and the Towards Excellence in Adult Social Care programme of sector led improvement in adult social care.

Programme 3: Tuesday 22nd November – Wednesday 23rd November 2016

Leadership Essentials Fire & Rescue

This programme is aimed at elected members with leading roles on fire and rescue authorities.

Benefits of attending will include opportunities to:

- Develop your understanding of the nature of political leadership in fire and rescue authorities.
- Improve your knowledge of the key strategic issues facing the sector.
- Build your appreciation of how leadership style, capacity and skills can assist in managing complex organisational change.
- Explore tools and techniques for improving communication and stakeholder engagement, when working with communities, partners, fire staff and the media.
- Share ideas and network with leading members from a variety of FRAs.

Programme 7: Tuesday 25th October – Wednesday 26th October 2016

The cost of attending this programme is fully subsidised. This includes accommodation, meals, course materials and tuition.

Leadership Essentials Counter Extremism

Local authorities have a key part to play in protecting their communities from extremism and hate crime. This new two-day programme will help elected members to understand their role in countering extremism (including through Scrutiny); explore common values; consider how to build cohesive local communities; discuss effective community engagement and communication; and share good practice with members in similar roles.

Programme 1: Tuesday 28th February – Wednesday, 1st March 2017

The cost of attending this programme is fully subsidised. This includes accommodation, meals, course materials and tuition.

Leadership Essentials: Getting Your Message Across

This event will provide councillors with new ideas, strategies and techniques for achieving more effective communication with both internal and external audiences.

Participants will learn how to:

- Influence others towards achieving mutually beneficial objectives
- Adapt their communication style to convey messages more persuasively to people who have a different communication style
- Be more effective when delivering and managing bad news
- Develop a more authoritative communication style
- Build and promote their own personal brand
- Target the right message at the right audience and establish trust and credibility and build relationships
- Overcome barriers to effective communication
- Select the best tools and methods for delivering messages.

Programme 3: Saturday, 28th January – Sunday, 29th January 2017

Fee: The fee for attending the 2-day residential event is £250 per place, which includes accommodation, meals and all learning materials.

Leadership Essentials: Effective Scrutiny

The Leadership Essentials: Effective Scrutiny 2 day programme is for new or aspiring scrutiny chairs or task-and-finish group review lead members covering:

- Leading and managing a scrutiny review
- Chairing scrutiny meetings in all their forms
- Increasing participation by members and the public
- Ensuring impact of scrutiny recommendations

Drawing on experts in their field, the programme will also offer the opportunity to focus in depth on the hot topics that are currently most relevant to your work, whether that is children's safeguarding, welfare reform, changes in health services or pressure on budgets driving major changes in how services are delivered or commissioned.

Programme 6: Saturday 14th January – Sunday 15th January 2016 – **Limited Spaces**

Fee: The fee for attending the 2-day residential event is £250 per place, which includes accommodation, meals and all learning materials.

Leadership Essentials Sport and Physical Activity

Following fifteen successful Leadership Essentials Sport programmes in the last 4 years, the LGA and Sport England are pleased to offer further programmes to assist Cabinet members/portfolio holders with the responsibility for sport to lead transformational change in their service. This will be the first programme following the launch of Sport England's new strategy Towards an Active Nation providing a great opportunity to hear about the strategy and the opportunities it brings for councils and local partners. It is also a very beneficial experience for new portfolio holders.

The event will help participants to:

- Understand the role that sport and physical activity can play in helping address health improvement and health inequality within communities
- Explore the role sport and physical activity can play in public health, health and social care commissioning and personalisation
- Understand and lead the transformation required in the provision, management and development of sport and physical activity services within councils in order to improve efficiency and value for money and increase participation
- Understand more about how Sport England and the LGA can help and support councils through change programmes and hear about Sport England's new strategy Towards an Active Nation.
- Become better leaders.

Read about the impact attending a Leadership Essential Sports and Physical Activity programme (formerly called Leadership Academy) had on seven councillors from across the country in our brochure: http://www.local.gov.uk/web/guest/publications/-/journal_content/56/10180/4059081/PUBLICATION

Programme 16: Thursday, 17th November – Friday 18th November 2016 - **FULL**

Programme 17: Wednesday, 1st March – Thursday, 2nd March 2017

Both programmes at Warwick Conference Centre, Coventry

Offer: Places are limited to one member per council. Accommodation, meals, course materials & delegate fees are funded. Accommodation is available for the pre-night.

Leadership Essentials Cultural Services

After six very successful programmes, we are delighted to be working in partnership with Arts Council England to deliver further Leadership Essentials Cultural Services programmes

for leading members with responsibility for Cultural Services. At this critical time for cultural services, the programme will support leading councillors to develop an integrated cultural offer against a backdrop of reducing budgets.

The programme aims to help participants:

- develop a better understanding of the role integrated cultural services can play in communities
- understand the extent of transformation that is now required in the planning, delivery and development of cultural services.
- consider how councils can use cultural services to improve outcomes for their communities
- learn from good practice across the country
- understand more about how Arts Council England and LGA can support participants to carry out their leadership roles more effectively.

Programme 7: Tuesday, 8th November – Wednesday, 9th November 2016

Programme 8: Wednesday, 7th December – Thursday, 8th December 2016

Offer: Places are limited to one member per council. Accommodation, meals, course materials and delegate fees are funded. Accommodation is available for the pre-night.

Leadership Essentials Planning Programmes for 2016/17

Leadership Essentials Planning programmes is not just for councillors with specific responsibility for planning, these programmes will be relevant to any councillor interested in places delivering housing and other developments, and improvement and transformation. They will help delegates to develop knowledge and skills, to keep up to date with planning issues and reforms, and find out how other LPAs are developing their planning service

Leadership Essentials Planning – Planning Changes – will they help? The Government and Planning Reform

This course will look at the planning reforms in the Housing and Planning Act, priorities for the new ministerial team, what will change and what it means to councils. It is relevant to all councillors, including those with a planning remit within their portfolio or as a committee member. Councillors involved in delivering other objectives – for example, housing or regeneration – via the planning system would also benefit. The sessions will include updates from DCLG and the development industry. You will go away with up to date knowledge and new thoughts about how planning can deliver what you want for your communities.

Programme 2: Saturday 28th January and Sunday 29th January 2017.

Fees: Delegate cost will be £250. All meals accommodation and course materials will be provided as part of the delegate package. If you wish to arrive the night before, there will be an additional cost of £85.

Focus on Leadership Programmes

Two-day development programmes for councillors with potential or aspirations to move into leadership positions on their council.

Effective Opposition

This new programme, aimed at opposition leaders and deputy leaders, is designed to help participants to get a better understanding of how they can enhance the effectiveness of their role in leading an opposition group on their council. It will focus on a range of relevant topics, skills and techniques, including building good working relationships with key officers, engaging with external stakeholders, working with the local media and getting the most out of social media.

The programme will provide a unique, cross-party opportunity for participants to explore the nature of effective opposition and gain some insights into their personal leadership and influencing styles.

Programme 4: Tuesday, 18th October – Wednesday, 19th October 2016 – **Limited Spaces**

Programme 5: Thursday, 12th January – Friday 13th January 2017 – **FULL**

Fee: The cost for attending this two-day residential event is only £150, which covers the cost of accommodation, meals, tuition and materials.

Young Councillors' Weekender

The Young Councillor Weekender event is designed to give councillors aged 40 and under an opportunity to benefit from some focused leadership skills development aimed at helping them to make progress in their political career. The event also provides a chance for them to meet with and build up their network of other young councillors from different political parties and parts of the country.

Over the seven years since the programme was first run approximately 40 participants have attended each year and several have gone on to take up cabinet positions on their councils or roles on LGA boards.

Date: Saturday, 19th November – Sunday, 20th November 2016

Fee: The cost for attending is £150 for the 2-day residential event, which includes accommodation, meals and all learning materials, plus an additional £50 for those of you who wish to join us for dinner and stay overnight at the venue on Friday, 18th November

Black, Asian and Minority Ethnic (BAME) Councillors Weekender

This event provides a unique learning and networking opportunity for elected members from BAME backgrounds and those who are interested in exploring ideas for enhancing the recruitment and retention of BAME councillors.

The programme will include a variety of leadership, skills and personal development workshops, an opportunity to identify new learning and support needs, and a chance to work with others in finding possible solutions for some of the specific challenges faced by councillors from BAME backgrounds.

Date: Saturday, 11th February – Sunday, 12th February 2017

Fee: The cost for attending this two-day residential event is only £150, which covers the cost of accommodation, meals, tuition and materials, plus an additional £50 for those of you who wish to join us for dinner and stay overnight at the venue on Friday 10th February.

To book or for more information on the Highlighting Political Leadership development programmes /events mentioned

Please email grace.collins@local.gov.uk or Tel: 0207 664 3054 or visit our website <http://www.local.gov.uk/councillor-development>

Community Leadership

The Community Leadership Programme provides a number of resources to support councillors in their role as community leaders, facilitators and brokers.

Councillors' guide

The new Councillors' Guide for 2016/17 is now online. This online resource is designed as a quick reference guide to provide you with the essential information that you need to know as a councillor. <http://www.local.gov.uk/councillors-guide-2016/17>

Member Modules

We can deliver modules in-house and tailor accordingly to your authority's needs using a member peer and a trained facilitator on topics such as chairing skills, influencing skills and partnerships, and social media.

E-Learning Modules

There are currently 8 councillor e-learning modules available to download from the LGA E-Learning platform for councillors. They are on:

- Effective Ward Councillor
- Facilitation and Conflict Resolution
- Handling Complaints for Service Improvement
- Induction
- Scrutiny
- Police and Crime Panels
- Regulation & Licensing
- Community Leadership and Engagement

These can be accessed via the LGA website through the following URL: <http://lms.learningnexus.co.uk/LGA/> further modules will follow shortly. In order to access the modules, councillors need to register to use the system, and receive a user name and password. They can do this by emailing elarning@local.gov.uk.

Councillor workbooks

The workbooks are aimed at all councillors and will be particularly useful to new councillors. They are available to download on the LGA website <http://www.local.gov.uk/councillor-workbooks>. Topics include:

- Business planning
 - Councillors guide to the health system
 - Chairing skills
 - Climate change
 - Community leadership
 - Community safety
 - Creating a 'fit for the future organisation'
 - Effective member-officer relations
 - Engaging young people
 - Facilitation and conflict resolution
 - Handling casework
 - Health and safety in the council
 - Influencing skills
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- Introduction to planning- councillors guide
 - Joining the chain gang- preparing for the role of civic mayor
 - Media and communications
 - Neighbourhood & community engagement
 - Neighbourhood planning- ward councillors
 - Performance management
 - Scrutiny of finance
 - Stress management & resilience
 - Supporting constituents with complex issues
 - The effective ward councillor
 - Working with town and parish councils

For more information on our community leadership offer please contact Alison Edwards
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