Leadership of place
light touch mapping

Leadership Centre
for Local Government

We believe great places require ambitious leadership that paints a picture of the future, inspiring and carrying with it the local residents' hopes and happiness. We support local government leaders to create the future through building effective and efficient partnerships, improving the lives of local people and fundamentally transforming communities for the better. Place is contested space for local government leaders, so we focus on the unique realities of the relationships involved helping members and officers develop their skills and thinking on leadership, through national and regional initiatives.

www.localleadership.gov.uk

NPIA

The National Policing Improvement Agency is a policing organisation acting as a central resource to the police service, working for ACPO (Association of Chief Police Officers), APA (Association of Police Authorities) and the Home Office to improve the delivery of policing.

www.npia.police.uk

NHS Institute for Innovation and Improvement

The NHS Institute for Innovation and Improvement was established in 2005 with the clear purpose and mission to support the transformation of the NHS. Our vision is to be an innovative and pioneering centre for healthcare improvement, with a mission to enable and support the NHS system to transform health and healthcare for patients and public. All of this is being achieved through a strategy of enabling the creation and proliferation of inventive, clinically-led and tested practical ideas which have the ability to transform the way the NHS works. Currently the NHS Institute is working towards developing closer partnership arrangements with Strategic Health Authorities increasing customer focus, and offering products and services to the wider NHS that will enable it to fulfil the Quality, Innovation, Productivity and Prevention (QIPP) agenda.

www.institute.nhs.uk

IDeA

The IDeA supports improvement and innovation in local government, focusing on the issues that are important to councils and using tried and tested ways of working. We work with councils in developing good practice, supporting them in their partnerships. We do this through networks, online communities of practice and web resources, and through the support and challenge provided by councillor and officer peers. We also help develop councillors in key positions through our leadership programmes. Regional Associates work closely with councils in their areas and support the Regional Improvement and Efficiency Partnerships (RIEPs).

www.idea.gov.uk

Contents

Foreword

Partnership working across the public sector is a way of life. This is the case locally, regionally and nationally, with new examples of collaboration emerging all the time. The national public sector improvement agencies are increasingly working together in the field of leadership development.

This report is a clear example of collaboration by The Improvement and Development Agency for local government (IDeA), the Leadership Centre for Local Government, the NHS Institute for Innovation and Improvement, and the National Policing Improvement Agency (NPIA). The report sets out a map of current leadership of place activity by each organisation and identifies possible areas for future collaboration. The report also provides some descriptions of what works in joint leadership development, and proposes options regarding how leadership development might be enhanced through collaborative working by the four organisations.

We are committed to working across our sectors and we welcome our national, regional and local partnerships as we seek to serve people and places better.

Paul Roberts,
Managing Director
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Executive summary

The Improvement and Development Agency for local government (IDeA), the Leadership Centre for Local Government, the NHS Institute for Innovation and Improvement, and the National Police Improvement Agency (NPIA) jointly commissioned OPM (the Office for Public Management) to conduct research into current activity around leadership of place.

The research used interviews and a review of documents to map current activity and identify options for possible future collaboration. Interviewees included key stakeholders across the four organisations, academics and other experts who have worked in this area, and the directors of a number of the regional improvement and efficiency partnerships.

What is 'leadership of place'?

- The concept of 'leadership of place' sits at the heart of the local service improvement agenda, but is still in its relative infancy as a coherent agenda for change.

- It also has the potential to be stretched too thinly as a concept, encompassing everything from the world class commissioning agenda to professionals working together in multi-agency teams.

- Each of the four organisations uses the term to mean subtly different things. As such, an important first step in taking forward any future collaboration will be to discuss its different elements and usages, based on the findings of this review, and agree a common definition.

- The findings of this review suggest that the distinct roles and contributions of local politicians and officials to achieving leadership of place need to be more clearly articulated and defined.

- Different agencies think about 'place' at different levels. For local government leadership of place was primarily about the local authority area, for police it was as likely to mean neighbourhood or ward activity, while for some parts of the NHS the agenda was primarily regional or sub-regional.

- Our review suggests two important dimensions of leadership of place. One dimension is the understanding of a place, using data and evidence, and building a deep awareness of the issues and problems in that locality – concentrating therefore on building knowledge.

- The other dimension is that of understanding the leadership necessary to build relationships and create effective partnerships within the new context – so concentrating on building capacity.

Issues and challenges

- The different languages, cultures and ways of working that exist in each of the areas of the public sector affect the likelihood of success when it comes to joint leadership of place development, and cannot be ignored.

- In particular, interviewees spoke of the real and/or perceived fact that some issues were simply not

tri-partisan but more suited to agencies from just two sectors – health and local government, say – working together.

- A further challenge in this area related to the issue of confidentiality, for example around the sharing of data gained during initial diagnostic processes with colleagues from other agencies. This issue will need to be tackled head on, at the start of any intervention, with a strong case made regarding the appropriateness and added value.

- Partly because of these different cultures and perceptions, each agency was perceived as having different styles and approaches to change and intervention. Each agency was seen as carrying an implicit or explicit 'theory of change' about the best ways to build capacity and develop leadership.

- However, different assumptions and approaches will mean that programmes and staff cannot simply be thrown together. Without a careful exploration of what a collaborative offer is designed to achieve, there might be a danger of losing focus or losing the unique quality of each intervention.

- Across the range of activities of the four improvement agencies, there are also many other providers competing either directly or indirectly, and often acting as both commissioners and providers.

- Politics and competing interests are vital factors that must be given

a central place in thinking about leadership of place. The issue here is that whilst politicians are at the forefront of the local government sector, the health and police fields have no direct equivalent of local elected members.

- There is a strong need to raise awareness amongst leaders in the health and police sectors regarding the role and responsibilities of councillors, and on the other hand building the confidence and capability of members to engage with partners in these organisations.

Current activity and future opportunities

- As a precursor to collaboration and the development of future offers, we suggest that the four organisations should work together on exploring both the integration of the three cultures, and the assumptions that underlie different approaches to change.

- Each organisation will also need to articulate its 'theory of change' in respect of leadership of place, allowing each to understand its own and the other organisations' strengths and weaknesses. This would be a precursor to achieving clarity about the individual agency and shared offer to the field.

- In thinking about future collaboration on leadership development programmes, there are a number of different options, ranging from working together on design or curriculum development, to joint programme delivery and courses designed and delivered with a cross-sector mix of participants in mind.

- Each of the four organisations intervenes in specific localities to support organisational and partnership development on a case-by-case basis, but in some cases

using standard practices or procedures.

- This is an area where there seems to be a need for shared exploration of the different underlying approaches, the skills and experience needed for different sorts of interventions, and the resources involved.

- A good deal of the support around leadership of place takes the form of conversations between experts and local leaders.

- Opportunities for the future identified by interviewees ranged from the practical – developing a joint framework agreement for the consultants upon which many of the agencies draw – to the more substantive, for example around sharing access to central government contacts.

- Each organisation offers a range (more extensive in some cases, narrower in others) of products, including reports and think-pieces, diagnostic and self-audit tools, toolkits and guidance.

- Whilst some of these products cover very sector-specific issues, a great many relate to quite generic issues and challenges, and it would therefore be worth identifying these resources and considering collating and offering them under a joint 'leadership of place' banner.

- Other opportunities include a joint knowledge management system and joint partnership audits, possibly based on a common set of principles.

Recommendations

Our discussions with the project steering group suggest that the next step would be for the four agencies to choose a limited number of projects through which to explore the scope for future collaboration. The most profitable areas seem to be:

1. Working together at a national level to explore the differences in culture between the three sectors, using this learning to inform future projects, and to disseminate more widely.

2. Bringing together field staff at regional and local levels to exchange learning and begin to build links between the regional and locality work of each agency.

3. Co-designing and potentially co-delivering aspects of the leadership programmes run by each of the participating agencies. This would involve bringing together the design and development staff from within each agency and enabling them to work together.

4. Working together on a series of organisational and partnership interventions in the field, choosing an exemplar project led by each of the agencies and involving the other agencies in following the process; identifying the learning and transfering this more effectively across agencies. Agencies would then examine differences of approach and identify the potential for removing duplication and for developing shared interventions.

Introduction

The Improvement and Development Agency for local government (IDeA), the Leadership Centre for Local Government, the NHS Institute for Innovation and Improvement, and the National Policing Improvement Agency (NPIA) jointly commissioned OPM (the Office for Public Management) to conduct research into current activity around leadership of place.

The specific objectives of the research were to:

- map current activity on the leadership of place by the NHS Institute, NPIA, IDeA and the Leadership Centre

- identify possible areas for collaboration on the leadership of place, along with what works in joint leadership development

- propose options regarding how leadership development might be enhanced through collaborative working by the four organisations, for example on specific issues such as information sharing and joint commissioning.

This report presents the findings of the research, which took the form of a review of relevant documents and semi-structured interviews with relevant individuals. Interviewees included colleagues from each of the four organisations, academics and other experts who have worked in this area, and the directors of a number of the regional improvement and efficiency partnerships.

The report is structured as follows:

- Section 1 offers an overview of the concept of 'leadership of place', describing its genesis and development, a common core and how the concept is contextualised in different settings.

- Section 2 highlights a range of specific issues and challenges that interviewees suggested would need to be taken into account in collaborating across sectors.

- Section 3 provides an analysis of the current activity undertaken to support leadership of place and proposes options regarding future collaborative working.

The appendices contain the detailed mapping of current 'leadership of place' development activity across the IDeA, NHS Institute, NPIA and the Leadership Centre, a list of the documents reviewed, and the full list of interviewees who participated in the research.

Section 1
What is 'leadership of place'?

The concept of 'leadership of place' sits at the heart of the local service improvement agenda. It has the potential to be enormously powerful, but is still in its relative infancy as a coherent agenda for change. In particular, our research suggests that whilst all four organisations mean something similar when they discuss leadership of place, they each use the term to mean subtly different things. As such, an important first step in taking forward any future collaboration will be to discuss its different elements and usages, based on the findings of this review, and agree a common definition.

1.1 Components of leadership of place

Leadership of place arguably has its roots in the concept of 'place-shaping' developed by Michael Lyons as part of his 'Inquiry into Local Government' (March 2007). Although it is also clear that leadership of place means something over and above this, not least because it explicitly involves all local partners acting together. The final report from the Lyons Inquiry described place-shaping as a "wider, strategic role for local government" including components such as building and shaping local identity, representing the community, maintaining cohesiveness, helping to resolve disagreements, balancing economic and environmental development, needs-based service delivery and responding to complex challenges.

The IDeA's working definition of leadership of place emphasises four components:

- understanding the place (balancing data with engagement)
- developing a vision for the place (with local politicians in the lead)
- making partnerships work (through effective and transparent governance)
- organising to deliver (focusing on outcomes and strategic commissioning).

However an interviewee pointed out that the IDeA would be unlikely to use the actual term 'leadership of place' in its work with councils, preferring to emphasise specific issues of focus, for example "getting your place out of recession… something that would connect to councillors and portfolio holders".

This comment highlights one of the issues encountered in conducting this review: that 'leadership of place' has the potential to be something of an umbrella term, encompassing everything from the world class commissioning agenda to professionals working together in multi-agency teams. While this lends the concept flexibility and reach, there is also a danger of it being stretched too thinly.

In its publication 'The politics of place' (the Leadership Centre, 2008), contributors from the Leadership Centre and councils discussed what leadership of place really means and how local partners could move

"from commissioning and providing services, to acting as leaders of an entire locality, leading partnerships and co-ordinating actions across a wide range of agencies and organisations". Robert Hill suggests ten 'principles of place', recognising that places have history, varying and common needs, multiple identities, sub-units and layers, and need vision and leadership. Joe Simpson suggests a further ten 'pre-requisite skills' that local leaders need to rise to the challenge of place-shaping, including influence, the ability to convene and think/act long-term, cope with complexity and listen.

Leadership of place thus described has similarities with the concept of facilitative leadership developed by Stephen Greasley and Gerry Stoker. Focusing on political leaders, they suggest that:

"to cope and be effective in the modern policy context with competing government bodies and agencies and more critical and demanding citizenry, fuelled by a more challenging media, means that a different style of political leadership would… appear to be a prerequisite."

Greasley and Stoker argue that a facilitative leader is able to partner with public officials in his or her own authority and other agencies across sectors, as well as with other politicians. S/he would be relatively visible to citizens and able to engage with them and offer an accessible form of politics. The leader would be outward-looking and not tied to

a narrow partisan party politics, and would be able to offer a streamlined focus for decision-making.

The findings of this review suggest that the distinct roles and contributions of local politicians and officials to achieving leadership of place need to be more clearly articulated and defined.

1.2 Leadership of place in different sectors

There is a sense that leadership of place means similar things to all four improvement agencies, but we had several discussions about the different relevance of leadership of place for each sector.

For local government, leadership of place is its core business and at the heart of the emerging role of councils. Several of our interviewees suggested that for the police the new emphasis on neighbourhoods and close working between borough commanders and chief executives meant that place was also important. In the health sector there is little sense yet of looking outwards to either understand local geography and demographics or to make contact with local people. This will be a challenge for health managers in the future, although as described below it can be seen to be integral to the purpose of world class commissioning.

Different agencies also thought about 'place' at different levels. For local government leadership of place was primarily about the local authority area, for police it was as likely to mean neighbourhood or ward activity, while for some parts of the NHS the agenda was primarily regional or sub-regional. One interviewee suggested that while the heath sector finds it hard to relate to local communities at a neighbourhood level, for police there is less of an understanding of leadership of place at a regional and sub-regional level.

Local government interviewees had a range of ways of expressing what leadership of place meant to them. One person said that "it involves all the agencies in a place coming together to understand how they could work better to achieve outcomes", and in a similar vein another said that it was about "leading beyond your authority – leading not only people in the community but leading other agencies towards better outcomes for the place". An interviewee with a different perspective said that "it's more about the leadership of the system – leading across the system – in a locality, broadening the perspective and making more effective use of resources, systems and skills that are available".

Politics, values and competing narratives were felt to be vital components of leadership of place: "places are contested spaces, there is no technocratic solution and leaders must be honest that power, politics and values are involved and that a solution to any particular issue will create winners and losers" and "every place has a meaning, and leadership of place means understanding the past and present story of the place in order to tell a meaningful story about its future".

In the health sector, interviewees said that leadership of place has its roots in the world class commissioning (WCC) agenda, with its emphasis on the role of trusts using commissioning to improve the health of the whole population and ensuring access to good healthcare. These are outcomes which can only be achieved with the NHS working in partnership with other public agencies.

For another interviewee from the health sector leadership of place is crucial for tackling 'wicked issues' such as community cohesion, equality and economic downturn. One person from

the health sector said that "essentially there has to be a common view about what sort of place they want people to live in and that they need to work together to achieve that".

Interviewees from the police sector emphasised that "police do use the language of leadership of place and have been doing so for the past six to eight months", suggesting that work on citizen focus and neighbourhood policing all fell into this category. One such interviewee said that leadership of place could be defined as "identifying who leads and who does what in a locality to make things happen for members of the public; identifying gaps and action planning". Another said that leadership of place involved "building a local partnership from ward level upwards to have an ambition for an area and figure out a strategy for seeing that ambition through".

The quotes and extracts included in this section show that leadership of place means, at least, a continual process that begins with deep understanding of the needs and expectations of the people in a place. It involves building dynamic and effective partnerships at many different levels and across sectors, and in using a range of hard and soft skills, interventions and levers to achieve real outcomes.

The dimensions of leadership of place are given subtly different emphasis by different agencies. One dimension is clearly the understanding of a place, using data and evidence, and building a deep awareness of the issues and problems in that locality – concentrating therefore on building knowledge. The other dimension is that of understanding the leadership necessary to build relationships and create effective partnerships within the new context – so concentrating on building capacity.

Section 2
Issues and challenges

Interviewees raised a number of different issues and challenges that will need to be taken into account in thinking about future collaboration. These are outlined below.

2.1 Cultures and perceptions

As one interviewee said: "the public sector, although grouped as one, is full of different languages, cultures and ways of working". These differences affect the likelihood of success when it comes to joint leadership of place development, and cannot be ignored.

Indeed, understanding what happens when the different cultures try to work together would offer a useful contribution to effective leadership of place.

As an example, one health sector interviewee discussed the different approach to leadership in NHS trusts compared to other public agencies: "some CEOs stereotypically can be perceived as being very command and control, very target driven". An interviewee from the police sector discussed the challenges caused by there being "43 hugely independent police forces who like to do things their way [and] defend their autonomy".

Within each force, however, command and control is effective – "once you have convinced the top – things will happen."

Another interviewee talked about elected members being "expected to work in concert with leaders from other organisations" but that "many members are still not comfortable with this, ie doing everything they need to do to achieve local area agreement (LAA) outcomes". For senior managers within health and police, working within a political culture was still uncomfortable.

In particular, interviewees spoke of the real and/or perceived fact that some issues were simply not tri-partisan but more suited to agencies from just two sectors – health and local government, say – working together. One example cited as 'leadership of place' was around leadership at neighbourhood level, involving close working between the neighbourhood police officer, local councillor and neighbourhood manager, but not involving health. Another example given described negotiations between health and local government to share scarce resources in social care, but without a role for police.

A further challenge in this area related to the issue of confidentiality, for example around the sharing of data gained during initial diagnostic processes with colleagues from other agencies. The IDeA was felt to be keen on sharing all learning from its work, whereas other agencies had to work on the basis of confidentiality as a matter of course. Interviewees felt that this issue would need to be tackled head on, at the start of any intervention, with a strong case made

regarding appropriateness and added value.

2.2 Models of change and intervention

Partly because of these different cultures and perceptions, each agency was perceived as having different styles and approaches to change and intervention.

Each was seen as carrying an implicit or explicit 'theory of change' about the best ways to build capacity and develop leadership. While the versions of these models drawn from our interviews are inevitably partial, they do open up a fruitful area for shared exploration. Interviewees were often able to describe both the approach of their agencies and how that differed from the approach of other agencies.

The IDeA, for example, was characterised as having a 'sector-based' model, believing that the best learning comes from within the sector itself rather than from government or outside experts. As one interviewee said "change is based on evidence of what works elsewhere rather than from experts or from the centre". This led to a concentration on peer learning and peer review, and on practice exchange, both through the web and through workshops and exchange sessions.

The IDeA was seen as offering a key strength in terms of knowledge, particularly about service delivery, with advisers with deep experience in a particular subject such as housing,

planning or regeneration. They were therefore able to offer practical help on technical issues. The IDeA was also seen as having an understanding of working within a political culture and a lot to offer to other agencies about working with councillors at all levels. The use of peers had been particularly well developed. The IDeA's model for intervention often involved developing a national programme or workshop 'product' and offering this regionally and locally; backed up by considerable internet-based knowledge and practice exchange.

The Leadership Centre, by contrast, saw itself (and was seen by others) as "good at working where the answer is not known". Their approach is to work on an issue of importance locally to create a network of relationships between the key leaders; and they had developed a series of principles to underpin that work. These involve starting slowly, building relationships and understanding over time, co-designing each intervention alongside people in the locality, and working with whatever were the most important local issues. The Leadership Centre was seen as 'starting at the top' with the leader or chief executive. Their particular strength was around being explicit about their understanding about how capacity was built, and the expectations they had of the skills and approach of the individuals and consultants they used.

Within the NPIA the leadership development unit and the neighbourhood policing unit appear to have slightly different approaches. From the leadership development side came the development of a wide range of development programmes, which are in the process of being redesigned to take account of leadership of place, while the neighbourhood policing unit had access to a network of regional field officers, and offered web-based ideas and guidance. The emerging partnership between the two seemed

to be creating new opportunities for tailored interventions. These concentrated on action learning and working alongside colleagues at a local level on 'real life' partnership issues, rather than emphasising the more theoretical aspects of leadership.

The NHS Institute has a strong track record in performance improvement, focusing on issues of vital importance to the NHS. Its practice rests on effective diagnosis of the issues facing a leadership team, using a diagnostic tool applied by expert facilitators, and concentrated work to overcome the challenges identified. This had led to dramatic improvements, for example in relation to MRSA problems within an individual trust. The NHS Institute has also worked widely with boards to explore issues of governance.

Each approach translated into different strategy, funding, staffing and skills-mix. In some cases programmes were developed nationally and rolled out locally, or curriculum content was developed nationally and delivered locally. In other cases, very experienced individuals worked alongside localities to co-design a programme to meet their specific needs. Each approach has merits and can offer scope for greater collaboration across sectors. Indeed collaboration is already underway in a number of areas.

However, the differences in approach translate into different working methods, staffing and skills-mix, and these will become important as collaboration develops. Different assumptions and approaches will mean that programmes and staff can't simply be thrown together. Without a careful exploration of what a collaborative offer is designed to achieve, there might be a danger of losing focus or losing the unique quality of each intervention.

There is also the issue of cost, with each agency operating a different business model. In thinking about future collaboration it will be important to consider if, and how, these models can be aligned, and whether interventions can be offered on a commercial, subsidised or free of charge basis, and whether the same cost structure can apply to partners from other sectors.

Others spoke about the different timescales and flexibility that each agency was used to working under, and the challenges these presented for collaboration. At the same time interviewees agreed that working in partnership offered opportunities for more efficient use of limited resources.

Some interviewees suggested that much of the funding for leadership development was flowing through the health sector, but said that it had generally been restricted to spending on sector-only development interventions.

2.3 Competition from other providers

Across the range of activities of the four improvement agencies, there are also many other providers competing either directly or indirectly, and often acting as both commissioners and providers.

The Regional Improvement and Efficiency Partnerships (RIEPs) are clearly key commissioners in this regard, but are also actively working to support local leaders through developing networks and providing research and data to underpin local and regional strategies. Some interviewees suggested that nationally designed programmes are not always sufficiently tailored to local needs, citing poor take-up for some national programmes. In some instances, RIEPs preferred to commission bespoke programmes rather than accept the products developed by the IDeA,

Leadership Centre or other agencies. They commissioned programmes from other commercial and third sector providers, including SOLACE, local universities and consultancies

While some RIEPs said that they were working directly with police forces or health trusts, and engaging police or health in local programmes, this did not necessarily involve the NPIA or the NHS Institute.

As a consequence, some of our interviewees stressed the need to understand accurately what the field needed, and to ensure that any offer was going to be seen as directly relevant and useful to potential customers.

2.4 Role of politicians and politics

As noted in the preceding chapter, politics and competing interests are vital factors that must be given a central place in thinking about leadership of place. The issue here is that whilst politicians are at the forefront of the local government sector, the health and police sectors have no direct equivalent of local elected members.

Some interviewees felt that both health managers and police struggled with the political aspect of governance, and yet an understanding of politics was essential for leadership of place; both in terms of formal political processes and the softer issues around community engagement, responding to local campaigns and developing local accountability. For all local agencies there are new challenges involved in developing consultation and accountability to local communities.

There was agreement about the need to raise awareness amongst leaders in the health and police sectors regarding the role and responsibilities of councillors, and on the other

hand building the confidence and capability of members to engage with partners in these organisations. A key area for future collaboration could be developing a cross-sector understanding of political issues and ways to work effectively within a political context.

2.5 Working with central government

A key issue for some of our interviewees was understanding what each agency brought in terms of contacts with Whitehall and Westminster. Some of the current limitations experienced by each agency came from the fact that their most important links into government were often limited to a single department, or even section of a department, rather than being able to have a dialogue with all the government departments that impacted on the future of each 'place'.

For example, while the Leadership Centre has good links to the Department for Communities and Local Government (CLG), the IDeA has links into housing, planning and regeneration policy specialists, the NPIA to the Home Office and NHS Institute into the Department of Health (DH). Making connections between these connections could be a powerful way of improving joining up at the top.

Section 3
Current activity and future opportunities

The mapping of current activity suggests four distinct clusters of intervention and support that can help to build leadership of place capacity, as described in this section. They are:

1. Leadership development programmes

2. Organisational and partnership development interventions

3. Targeted, tailored and ongoing conversations

4. Products: publications, toolkits, guidance, support

For each we also outline proposals concerning how collaboration might be taken forward in the future. The next section suggests some initial steps that we feel will need to be taken before any specific initiatives can be considered; the foundations for collaboration.

Throughout this section we have also included examples of where other organisations and sectors have undertaken or are developing practice around leadership of place.

3.1 Establishing the foundations for collaboration

As a precursor to collaboration and the development of future offers, we suggest that the four organisations should work together on exploring both the integration of the three cultures, and the assumptions that underlie different approaches to change.

The evidence suggests that by working together, the four agencies could provide very valuable insights about the different cultures of each sector, and what happens when they come together. Insights into the experience of collaboration would offer practical help to agencies in the field attempting to do the same. This could be done through shared work at a national level, and by working locally by bringing together regional and locally-based associates from the different agencies, to share practice and experiences.

Second, each organisation will need to articulate its 'theory of change' in respect of leadership of place. This was picked up by many interviewees who suggested that it would be helpful for each agency to "see what each player brings to the party – what is their strength, where are our weaknesses?". By creating a shared picture of how each agency works, it would be possible to offer clear signposting to agencies in the field, and to develop a shared understanding of which approach is most effective in different situations. This would help differentiate between duplication, and the offering of very different approaches which have merit in different circumstances. Through an interactive exploration of the different 'theories in use' the agencies could begin to think about the skills needed for different sorts of interventions, possible skill transfer and building a shared understanding throughout all four organisations about effective capacity building.

It was suggested that simply by being seen to work together, the agencies would send a strong message to key players at a national and local level about the importance of collaboration. A number of interviewees mentioned that the agencies would need to work together to raise awareness regarding the importance of working in partnership on leadership development and leadership of place capacity building, and that a first step in this would be to publicise the fact that the agencies themselves were working together – "so that practitioners see the need to be connected we should model partnership working".

As one interviewee said "we need a big push to get strong links between the different agencies in terms of chemistry, so you become a team as well as representing your national agency – it's about working openly and jointly".

Once the independencies are well understood, the agencies will need to make decisions about the relative merits of simply communicating the full suite of support to the respective fields, developing shared offers and integrating existing work.

Leadership of Place programme: transforming communities by changing the way we lead

Leadership of Place is a targeted and tailored leadership capacity building and research programme delivered through a partnership between the Homes and Communities Agency (HCA) Academy and the Centre for Urban and Regional Studies (CURS) at the University of Birmingham.

The national programme will have a regional focus and help leaders of place combine the required spatial literacy with the relational skills to develop collective understanding and common purpose, key to delivering large scale projects relating to the Regional Investment Plans.

From spring 2009, regional learning hubs will provide tailor-made support, networks, learning resources and events. The focus of the hubs will be based on analysis of the leadership requirements of targeted areas in each of English regions and London. These virtual hubs will be an environment within which the leaders within that region can come together and discuss the issues relating to their 'place' (at neighbourhood, sub-regional or regional levels). The hubs will enable them to develop case studies, podcasts, discuss issues, and swap ideas building on points that are coming through formal and informal discussions. There is a keen focus on support and shared learning.

The programme has recently been launched and is currently being shaped and informed through consultation with leaders across the country. The programme is keen not to 'reinvent the wheel' and want to link is as much as possible with similar networks and programmes that already exist in this area.

3.2 Leadership development programmes

Each of the four organisations currently offers a range of different leadership development programmes, run at the national and local levels, including for chief executives, councillors, non-executive directors and others.

An interviewee from the health sector said that "we are increasingly trying to build in… an explicit recognition that in taking issues forward the NHS have to have an eye on other parts of the public sector. They can't just focus on their own little world". The specific example of the Healthy Places programme around tackling health inequalities was mentioned as an opportunity, because it has been designed on the basis that the challenges in this area can only be tackled by working in collaboration.

An example was given of the participation of senior local government leaders in a course ran by the NPIA at Warwick University, which was felt to be a "real breakthrough" and something that could helpfully be made more widespread.

In thinking about future collaboration on leadership development programmes, there are a number of different options. At one end of the spectrum, the organisations could work together on the initial scoping, overall design, or detailed curriculum development of leadership courses, which would continue to be run separately.

The next level up would be to take a joint approach to programme delivery, for example in the form of contributors or facilitators from different sectors, but sticking with participants from predominantly one sector.

The most ambitious option would be to offer courses to a mix of participants from across sectors, focusing on common issues around leadership of place. In considering the last of these options it will be important to think about the likelihood of such a course succeeding in terms of take-up, and in particular whether a curriculum could be designed that offered a sufficient common core for each sector. The advantages and disadvantages of a local, regional or national approach should also be explored.

Kent Leadership Programme

One of our interviewees described the Kent Leadership Programme as offering a good example of the value of cross-sector development with a strong 'leadership of place' emphasis. The current cohort on the programme has a senior mix of participants and includes a director of public health, a local councillor, the chief executive of a housing association, a second-tier police officer, the managing director of a local company and the leader of a local drug and alcohol action team.

The programme involves a mix of 'sheep dip' training on key theoretical aspects of leadership. The programme is essentially an MBA module, but focuses on international learning and industry visits to explore different models of leadership. Participants focus on a concrete outcome for local communities: the first cohort worked on issues around quality of life, and the current cohort is discussing issues relating to financial sustainability.

Our interviewee described the aim of the programme as developing a new style of leadership, one which could "leverage in the skills of service delivery into a community context", for example using a new approach to procurement based around dialogue with local communities to achieve greater efficiency and better outcomes.

Leadership Foundation for Higher Education: Leading Cities

The higher education sector has embraced the 'leadership of place' agenda and the term is now widely used across the sector. Universities are, by definition, about a 'place', whether that be a town, city, or county and it is widely recognised that in many localities one of the biggest economic drivers is the higher education institution/s.

The Leadership Foundation for Higher Education (LFHE) is launching a flagship project in the autumn of 2009 called 'Leading Cities' to be piloted initially in three cities across England. The leadership development project will bring together leaders in higher education, health, local government and crime/justice; typically those that sit on the local strategic partnership (LSP) boards, such as the chief executive of the local council, the vice chancellors of the universities, and the chair of the Primary Care Trusts (PCTs), encouraging them to learn together in a jointly owned space. If the approach is successful it will be rolled out across the country and could potentially lead to further development programmes for leaders at other levels. LFHE will be working with the Leadership Centre, and other colleagues, to deliver the Leading Cities project and believes that "collaboration is crucial".

3.3 Organisational and partnership development interventions

Each of the four organisations intervenes in specific localities to support organisational and partnership development on a case-by-case basis, but in some cases using standard practices or procedures.

The IDeA can offer a range of short interventions, such as workshops, peer advice, etc. The NPIA offers a neighbourhood workshop using action learning. One suggestion was that the regional advisers of the IDeA and the regional field-workers in the police neighbourhood units could work more closely together.

The Leadership Centre's projects in Suffolk, Norfolk and Cumbria were discussed as being innovative examples of convening leaders from across sectors to build leadership of place capacity. In discussing what has helped to make these interventions successful one interviewee said:

"they built up support very gradually. They spend a lot of time talking to people and working out what's important to them rather than having an 'off the shelf' model. Which makes it more time-consuming than other models, but it's very much about what makes this place tick and therefore people want to be involved."

This interviewee also said that part of the value of this approach had been

in forcing leaders out of their comfort zone and reacquainting them with the issues and experiences facing real people in their localities – whether on Gypsy and Traveller sites or in older people's homes, for instance – described as "quality time working on wicked issues with your colleagues".

The Third Sector Leadership Centre is a catalyst to raise the profile of leadership and leadership development across the voluntary and community sector.

The centre, a project within the UK Workforce Hub, has been set up to support leaders within the voluntary and community sector, and to help them move forward. The centre works directly with leaders of frontline and infrastructure organisations to build partnerships and expertise that will benefit the whole sector.

Their work focuses on four core themes:

• raising awareness of the value of leadership

• helping people to identify skills and development needs

• improving access to leadership development

• demonstrating the benefits of leadership development.

They have identified existing leadership development activity, including development programmes and services, research and literature. This information is available free on their website. They have also developed case studies to promote the value of leadership and leadership development and work in partnership with regions and sub-regions to help organisations get value from their services.

This is an area where there seems to be a need for shared exploration of the different underlying approaches, the skills and experience needed for different sorts of interventions, and the resources involved.

In thinking about whether a more consistently joined-up approach to this kind of intervention could be developed, it will be important to consider how interventions are triggered and who decides how the programme of activity should be designed. The issues relating to confidentiality and sharing of data highlighted in the previous section will need to be resolved.

Broadening the scope of existing peer review networks and programmes was also identified as an opportunity, for example building in NHS leaders as full members of the pre-comprehensive area assessment (CAA) peer review system.

3.4 Targeted, tailored and ongoing conversations

A good deal of the support around leadership of place takes the form of conversations between experts and local leaders. For example the NPIA has a set of seven field officers who make contact with neighbourhood policing managers, connecting ideas and sharing best practice between forces, in a similar fashion to the work the IDeA regional associates do with councils.

Opportunities for the future identified by interviewees ranged from the practical – developing a joint framework agreement for the consultants upon which many of the agencies draw – to the more substantive, for example around sharing access to central government contacts.

On the latter, one interviewee emphasised that whilst there might well be value in this endeavour, it should be closely tied to specific issues facing a locality, rather than conducted in the abstract.

Another area for collaboration could be around conversations with central government. If the four agencies had access to each others contacts with Whitehall they could begin to join-up messages back into government .

Aspire 2 Perform: the support programme for the East of England's LSPs – building capacity in the context of place-shaping

Aspire 2 Perform is a regional programme set up to provide support for all LSPs within the East of England. The programme is funded by Improvement East to support the further development of LSPs in the region. It is overseen by the East of England LSP network's steering group, and supported by East of England Regional Assembly (EERA), GO-East and Inspire East.

The regional LSP network was given £20,562 by Building Capacity East (BCE) to develop a diagnostic tool to support capacity building for LSPs. The project was driven by a small working group consisting of Inspire East, EERA, LSP coordinators (at county, unitary and district level), the government office (GO) and the consultant employed to develop the diagnostic tool. A wider group of 'experts' were consulted on the development, including the Audit Commission, Commission for Equality and Human Rights, IDeA and Menter.

The diagnostic 'tool' quickly became a toolkit including 'Aspire' which looks at LSP structure and governance, '2-tier' looking at issues of working in a two-tier environment and 'Perform' looking at how effective the LSP is in delivering its objectives. The toolkit has been piloted by around 15 per cent of the region's LSPs and was launched formally in March 2008. Further funding of £283,115 has been awarded to enable further work and fund a dedicated resource at a regional level, working closely with the South East region to enable the network to develop a programme of support to address the capacity issues raised by use of the toolkit and help LSPs to contribute effectively to LAAs and CAA.

3.5 Products: publications, toolkits, guidance, support

Each organisation offers a range (more extensive in some cases, narrower in others) of products, including reports and think-pieces, diagnostic and self-audit tools, findings from research, toolkits, guidance, lists of approved suppliers and web-based support and networking opportunities.

Our document review suggests that a sub-set of these cover issues of such specificity that there is little scope for joining up, but a great range of these products cover quite generic issues and challenges, and it would therefore be worth identifying these resources and considering collating and offering them under a joint 'leadership of place' banner.

A linked question is whether or not it would be possible to underpin this by a shared knowledge management system, which would enable all of the agencies to take advantage of the insights gained from the regional associates working for each organisation. Could web-sites be linked? What is the scope for inter-sector practice exchange?

Other opportunities suggested by interviewees included joint partnership audits, possibly based on a common set of principles.

3.6 Total Place: working better together

Total Place, part of HM Treasury's Operational Efficiency Programme, was launched in April 2009. Total Place is an initiative that looks at how a 'whole area' approach to public services can lead to better services at less cost.

There are 13 pilot areas across England, each working on two main strands. 'Counting' examines all public investment in a place – central, local and other agencies – and follows where that money ends up. The 'culture' element, which explores how organisations can work better together beyond institutional, professional and geographic boundaries. Together, these strands aim to identify potential efficiencies, and help people and organisations work together to achieve them.

Crucially, Total Place is a programme not only for all locally based agencies, but also includes their Whitehall departments.

Each of the pilot areas will be choosing a central theme, for example children's health, to explore in more depth how they might fundamentally transform services in their place.

The Leadership Centre and IDeA are working with colleagues from the LGA and government departments to support learning and knowledge sharing from Total Place and to support the pilots until March 2010. **To find out more visit: www. localleadership.gov.uk/totalplace**

The Worcestershire Leading the County programme

The Worcestershire Leading the County programme is being delivered through a partnership between the Leadership Centre, the National School of Government and the Leadership Foundation for Higher Education. It is currently in the development stages, with a director for the programme soon to be appointed.

The programme will involve a number of different aspects, however at its heart will be a leadership programme for public sector leaders across the county. Participants will be drawn from all the different parts of the public sector across Worcestershire and representatives will also be involved from the voluntary and community and private sectors.

The key aims of the programme are to improve the efficiency and effectiveness of Worcestershire as a place and doing that through closer collaboration, a more strategic approach to partnerships, more effective use of strategic partnerships and also by developing a cadre of leaders for that place who are comfortable with and adept at working across sector and organisational boundaries.

The proposed length of the programme is around three years, however they have an initial phase of a year to 18 months.

Appendices

These appendices contain the detailed mapping of current 'leadership of place' development activity across the IDeA, NHS Institute for Innovation, NPIA and the Leadership Centre, and the full list of interviewees who participated in the research.

Mapping leadership of place

	Initiative	Lead organisation/s	Focal issue/s	Target group/s and/or organisation/s	Skills/capacity building traget	Key delivery mechanisms	Additional comments
Leadership development							
National	Councillor mentoring programme	IDeA	Mentoring development for councillors support for individuals or groups of councillors with LAA and LSP responsibility.	Councillors	Mentoring increases individual capacity, competence, knowledge, learning and effectiveness within identified skill areas.	Delivered by specially trained peers (eg 1:1 political group) and managed by IDeA.	
	Leadership Academy for councillors	IDeA	Academy provides customised leadership development activities designed to support leaders and build the capacity of front line councillors. A three module residential programme for political leaders. Also specialist programmes on certain topics. • member development • Local Leadership modules • councillor mentoring • regional mentoring schemes • ward / divisional visits • bespoke leadership development for members / support programme • local government reorganisation.	Leading elected members, including leaders of councils, leaders of political groups, executive members and portfolio holders, and overview and scrutiny chairs. Over 900 councillors have now progressed through the main programme which takes place in three modules of two days each, spread over a period of three months.	Training needs analysis / personal development planning / bespoke member development programme / induction training.	Run in partnership with two providers (including the Local Government Centre at Warwick Business School). IDeA also provide councillors with a range of additional support and information, including work books, councillor guides, councillor support guidance, ward walks methodology. The vast majority of councillors attending the Leadership Academy go though the 'main programme' though there are specific 'Welsh' and 'BAME' versions of the main programme that are tailored to specific development of Welsh, and Black, Asian and Minority Ethnic councillors.	
	Academy for Executive Leadership	IDeA	A three module residential programme for chief executives and directors			Modular, delivered in partnership with Ashridge Business School and SOLACE Enterprises.	
	Future Leadership Programme	IDeA	A three module residential programme	Middle and strategic managers		Run by OPM with Ashridge Business School, in partnership with the IDeA.	
	Strategic leadership / top team support	IDeA	IDeA Improvement Services provides individually designed consultancy to help councillors and officers understand and work effectively in leadership team roles and to address strategic leadership issues. Also designed for leadership with partnerships	Political leadership teams, top team (managerial and political leadership), LSPs / sub-regional and regional partnerships		IDeA Improvement Services	

Appendices

	Initiative	Lead Organisation/s	Focal issues/s	Target Group/s and/or organisation/s	Skills/capacity building traget	Key delivery mechanisms	Additional comments
Leadership development							
	Middle-manager bespoke leadership development programmes	IDeA	IDeA Improvement Services responds to tender work requests including the design and delivery of bespoke middle-manager programmes at a local and regional level.			IDeA Improvement Services	
	Leeds Castle Leadership Programme	The Leadership Centre	Programme provides development space for senior political leaders and chief executives of local government authorities to develop the leadership thinking and behaviour while become part of a senior sector network.	Senior political leaders and chief executives of councils	To produce a cadre of people who have the capacity, space and a network to talk, think, and behave differently in tackling the complex and uncertain challenges of the sector today and in the future.	Programme includes three blocks of collective contact and four one-to-one sessions. 20 maximum people per cohort. The delivery team is one project officer and a design team of the managing director, the programme director (external adviser) and the learning and development manager.	
	Next Generation Councillors	The Leadership Centre	Covers policy and strategy, community leadership, political management, and personal skills development.	Programme for councillors destined to be leaders - launched in 2006	Provides support and continuous personal development that ensures councillors have the right skills to transform into the types of leaders needed to reinvigorate the local political scene.	Each programme is developed separately within individual parties traditions by party political experts, creating a bespoke political development opportunity for participants.	
	Civic Pride	The Leadership Centre	Works through the political parties to help politicians address difficult leadership challenges at the local level such as: coaching for leaders; cabinet development programmes; change of control support; political programmes evolved with the LGA Group improvement boards and support with councillor recruitment.	Councillors			
	Next Generation Chief Executive Development Programme	The Leadership Centre, the University of Leeds, and the University of Notre Dame	Leadership development programme in three Strategic Health Authority (SHA) regions (Yorks and Humber, North West and London).	Chief executives, aspiring chief executives and wider stakeholders focused on improving health and health services for the people in the place	Better capability to improve the performance of the SHA, through leaders who know how to develop people and organisations/systems, to lead inter-organisationally, and who have business acumen.	A bespoke programme design co-designed with the programme commissioners and with stakeholders and participants The Leadership Centre Managing Director is involved in delivery along with a number of leadership centre advisers. The Leadership Centre provides leadership advisers for the programme and is paid on a fee basis for the advisers time and also the managing director's time spent on the programme.	

Appendices

	Initiative	Lead Organisation/s	Focal issues/s	Target Group/s and/or organisation/s	Skills/capacity building traget	Key delivery mechanisms	Additional comments
Leadership development							
	Inequalities project	The NHS Institute	To address the widespread perception that whilst they are very knowledgeable in their field they are relatively less able to use this knowledge to influence others to take action on inequality.	Directors of public health	The NHS Institute is increasingly building into the tools and development programmes that they run an explicit recognition that in taking issues forward the NHS have to have an eye on other parts of the public sector.	A network of individuals across the public sector (health and local government), working with PCTs in particular clusters (urban, rural) with small teams: two from health, two from local government and one from the voluntary and community sector, to build up knowledge and momentum and awareness that inequality is not just a health issue.	
	The Productive Leader	The NHS Institute	A modular comprehensive facilitated programme designed to support the development of effective leaders in the NHS.	Leaders in the NHS		The five module facilitated programme contains the following aspects of leadership development: • leadership team coaching • email management • workload management • meetings management • sustaining improvement. Five self-development modules include: • thinking strategies • communicating and influencing • information processing • emotional intelligence and stress management • problem solving	
	Healthy Places, Healthy Lives - still in development	The NHS Institute	A new development programme for communities. A core principle of the new programme is that it has to be joint – health and local government and other public service organisations – ensuring a joint programme that speaks as much with local gov as is does with the NHS.	Local authorities and health service organisations		Currently working with DH's Heath and Inequality Unit and Commissioning Directorate Also with IDeA looking at what stage to involve NPIA. DH in contact with CLG.	
	The Leadership Development Unit	NPIA	Designs and delivers leadership programmes to meet the needs of the police service. Programme recognises that everyone in policing has leadership responsibility - whether as a manager of a team, a member of a team, interacting with the public or providing a support function.			Modular approach to learning; underpinned by national qualification routes through the Chartered Management Institute and Institute of Directors.	

Appendices

	Initiative	Lead Organisation/s	Focal issues/s	Target Group/s and/or organisation/s	Skills/capacity building traget	Key delivery mechanisms	Additional comments
Leadership development							
	Core Leadership Development Programme	NPIA	The programmes are designed to build knowledge and skills at the NPIA's five levels of leadership allowing them to be more responsive to the changing needs and priorities of the Service and to support personal and professional development. Introduces leadership skills for constables, sergeants and inspectors and police staff at equivalent grades. Leadership learning is then developed through the High Potential Development Scheme, the Senior Leadership Development Programme and the Strategic Command Course.	Constables, sergeants and inspectors and police staff at equivalent grades			The five levels of leadership are: Leading by Example Leading Others Leading Teams Leading Units Leading Organisations
	Positive Action Leadership Programme	NPIA	Offers leadership development to those from under-represented groups.				
	Senior Leadership Development Programme	NPIA	Intended to develop the knowledge, skills and behaviours of police officers and police staff in managerial roles leading to improved performance delivery.	Aimed at unit commanders and their management teams working across all areas of policing		The programme is designed in two parts - referred to as SLDP1 and SLDP2 and both supports the principles of life long learning and continuous professional development. SLDP1 provides development opportunities for those responsible for leading or managing at BCU or equivalent business/command unit level. Modules offered include Foundation for Senior Leadership, Strategic Citizen Focus, Strategy and Change, Media Skills Training, Effective Media Strategy and Critical Incident Command (CIC 1 and CIC2).	
Regional	Regional mentoring schemes	IDeA	Where regional funding and mentoring arrangements exist the IDeA's improvement services works with the RIEPs to establish and promote bespoke regional mentoring arrangements.				

Appendices

	Initiative	Lead Organisation/s	Focal issues/s	Target Group/s and/or organisation/s	Skills/capacity building traget	Key delivery mechanisms	Additional comments
Leadership development							
Local	Local Leadership Academy	IDeA	Tailored locally delivered training for councillors.			Delivered by IDeA consultants using core materials. Workshops for members and coaching and local academies.	
	Three day programme for non-executive directors	NPIA		Non-executive directors		NPIA design curriculum for locally delivered courses.	
Organisational development (OD) interventions							
National	National and specialist advisers	IDeA	National and specialist advisers provide support in statutory and thematic partnerships or in relation to particular skills or outcomes. For example, supporting improved outcomes for children and young people, healthy communities, strategic housing, climate change and community cohesion.				
	National and specialist advisers	NPIA					
	Pilot programme (12) integrating neighbourhood management with neighbourhood policing	NPIA	12 pilots aimed at integrating neighbourhood management and neighbourhood policing.			Team of 25 people based in Westminster.	There are opportunities for synergy and/or collaboration.
	Peer reviews of Crime and Disorder Reduction Partnerships (CDRPs)	NPIA	LAA --> delivery				
Local	Local leadership projects	The Leadership Centre	A local leadership project helps an authority to understand its capacity for leadership, so the authority is in a position to determine what it needs to do in order to develop. One of the country's top leadership advisers works with the senior political and managerial teams of an authority to consider in situ a particularly difficult leadership issue facing them locally. The process is designed to encourage better leadership to flourish.	Single local authority or a group of authorities or LSPs		A local leadership project normally starts with the Leadership Centre identifying a 'tricky' issue within an authority. The council will then select one of the Leadership Centre advisers, to work with the authority or group of authorities or LSPs.	

Appendices

	Initiative	Lead Organisation/s	Focal issues/s	Target Group/s and/or organisation/s	Skills/capacity building traget	Key delivery mechanisms	Additional comments
Leadership development							
	Local Leadership Programme: Calling Cumbria	The Leadership Centre	A collaborative leadership development programme, finding new ways to work together in partnership to improve people's lives in Cumbria. 'Calling Cumbria' adopts a different perspective, viewing organisations and collaborations as 'living systems' with all the uncertainty, complexity and interconnectedness that this implies.	Over 200 participants from across public, private and voluntary and community sectors within and beyond Cumbria were involved in the programme and the population of the areas is potentially indirectly affected.		A team of ten people worked on behalf of the Leadership Centre to deliver the programme. Funding contributions from: the Leadership Centre, Public Sector Leadership Alliance (PSLA), Cumbria Improvement and Efficiency Partnership, Cumbria County Council, LGA, IDeA, GO North West, Lake District National Park	
	Local Leadership Programme: Norfolk LEAPP (Lead, Engage, Aspire, Perform in Partnership)	The Leadership Centre	A large scale leadership intervention to bring about a positive shift in the way the public services in Norfolk work. A two-pronged programme that will "develop the leaders to deliver" and "improve the lives of the local people and communities of Norfolk.		Seeks to combine the key concepts of systems, dialogue, learning and authentic leadership.	A team of nine people work on behalf of the Leadership Centre to deliver the programme alongside local Norfolk facilitators and the project team. Over 200 participants from across Norfolk will be involved in the programme.	
	Local Leadership Programme: Suffolk	The Leadership Centre in collaboration with Improvement East working in partnership with local government in Suffolk	This programme takes the first steps towards making the 'Transforming Suffolk' vision a reality by improving the leadership capability to deliver the challenging agenda.		• Experiential learning – learning by doing • Working with the community in the community on real issues • Developing and nurturing networks • Exploring and developing personal leadership styles • Developing innovative action plans for change through Community Clusters	There is a team of seven delivering the programme on behalf of the Leadership Centre. Over 200 people will be touched by the programme.	
	Local Improvement Programme	The NHS Institute	Supporting NHS boards			NHS board interventions	
	Neighbourhood Improvement Workshops	NPIA	The Leadership Development Unit liaise with the neighbourhood policy team within the NPIA to organise neighbourhood improvement workshops. They have developed a model – for a two-day event – getting everyone together to explore how to work better together.	The workshops are organised on a local basis via the local police commander	The process works on an appreciative enquiry basis starting with the real problems, exploring what's going well and what needs attention. The independent consultant does a needs assessment of each place to see what might be needed, so each one is designed to respond to local circumstances.	Workshops: jointly facilitated by NPIA and an independent consultant. The NPIA approach the commander to see if they are interested and if so suggest the local partners that need to be invited – around 30 to 50 people are involved. Roughly six to ten of these programmes have been run so far.	

Appendices

	Initiative	Lead Organisation/s	Focal issues/s	Target Group/s and/or organisation/s	Skills/capacity building traget	Key delivery mechanisms	Additional comments
Conversations							
National	Conversations with central government						
Regional	Regional associates	IDeA	A network of regional associates giving high level representation and experience in each region. The regional associates are a key link with councils in their area. They are a first port of call for chief executives, leaders and other senior people to turn to for solutions and advice. IDeA regional associates have wide-ranging senior experience of local government and the environment in which it operates. They are able to draw on significant personal expertise as well as a substantial contact book.	Chief executives, leaders and other senior people			
	Regional field officers x seven	NPIA	Connecting ideas Sharing best practice	Neighbourhood policing managers		Field officers make contact with the neighbourhood policing managers – drop in ideas and act as a conduit between forces.	
Local	Advisory work	The Leadership Centre	Support to senior leaders and officers, OD officers and sector bodies on leadership both managerial and political.	Senior leaders and officers, OD officers and sector bodies on leadership both managerial and political		This support takes various forms including: • one-to-one sessions • publications • support to OD teams in commission leadership development • membership of boards • membership of advisory committees and design panels for sector work • telephone advice on suppliers • introductions across the sector and cross sector.	
	CDRP peer reviews	NPIA		Elected members, community safety officers, chief superintendents		A joint review team of local authority elected members, community safety officers and chief superintendents – Home Office has bought in – will hopefully sponsor over next twelve months.	

Appendices

	Initiative	Lead Organisation/s	Focal issues/s	Target Group/s and/or organisation/s	Skills/capacity building traget	Key delivery mechanisms	Additional comments
Products							
National	Guidance and self-assessment tools	IDeA					
	Local government improvement website	IDeA	Provides up-to-date information and analysis, research, guidance and good practice examples of the delivery of local priorities.	Local authorities, LSPs, LAAs		Web based: www.idea.gov.uk/idk/core/page.do?pageId=71665	
	The Partnerships and Places Library	IDeA	An online library of up-to-date, evidence-based case studies sharing stories of how innovation has helped to improve an area for the benefit of its residents. This major new resource commissions case studies in response to emerging local and national priorities.	LSPs, LAAs		Web based: www.idea.gov.uk/idk/laa/home.do	
	Suppliers database	IDeA and The Leadership Centre	A database of over 100 of the country's major suppliers of leadership development to show the services they have to offer, as part of the new Leadership Developement Community of Practice (CoP) run by the IDeA. The database provides local authorities with the following: • details of the leadership partner supplier organisations • details of what their leadership partners and over 100 other leadership development suppliers can offer in terms of leadership development services and support • case studies of other organisations which have used these suppliers, so they can obtain customer feedback on the quality of the services being offered • a searchable facility for authorities to find leadership development services in proximity to the authority.	Local authorities		The database can be found on the Leadership Development CoP: www.communities.idea.gov.uk	

Appendices

	Initiative	Lead Organisation/s	Focal issues/s	Target Group/s and/or organisation/s	Skills/capacity building traget	Key delivery mechanisms	Additional comments
Products							
	Board diagnostic tool	The NHS Institute		NHS boards		Two facilitators (one doing five days and the other doing 2.5 days over a couple of months). Is there scope for bringing in senior leaders from elsewhere, almost as a reciprocal for the peer review? Most of the 20 people who do this are really experienced coaches.	Not necessary to have a lot of NHS knowledge
	Guidance for partnerships and teams, citizen focus, managers	NPIA	embedding citizen focus	Managers		Web platform	
	Police Leadership Qualities Framework	NPIA	which sets out the elements of Police leadership in terms of style, values, ethics, standards and competencies.				
	National support framework for CDRPs	NPIA joint with IDeA		CDRP		Peer review model, partnership support	
	Neighbourhood Policing Programme	NPIA Also working with • Association of Chief Police Officers (ACPO) • Association of Police Authorities (APA) • CLG • Home Office • Local Government Association (LGA)	Aims to bring together the police, local service providers and the public to provide an effective problem solving approach in response to neighbourhood concerns.			Neighbourhood Policing Guides • BCU Commanders Guide • Neighbourhood Team Guide • Neighbourhood Policing Partnership Guide • Police Community Support Officers (PCSOs) Guide • Performance Guide • Neighbourhood Policing in Rural Communities • ASBO - A Guide for Neighbourhood Policing Teams • Neighbourhood Policing Business Guide • Neighbourhood Profile Guide	
Local	The Beacon Council Scheme (From October 2009, the Local Innovation Awards Scheme)	IDeA	A national scheme to recognise and disseminate good practice. For example, Round 9 of the Beacon Scheme celebrates and showcases LAAs and LSPs. Other Beacon themes highlight and share good practice that support the delivering of local priorities.	LSPs			

Appendices

	Initiative	Lead Organisation/s	Focal issues/s	Target Group/s and/or organisation/s	Skills/capacity building traget	Key delivery mechanisms	Additional comments
Products							
	Councils and partners peer support	IDeA	IDeA has worked with councils, their partners and other agencies to develop a programme of peer support. This is intended to help councils and partners achieve their improvement priorities and outcomes in their area.		Active peer support – both to provide challenge and to identify solutions. Helps councils and LSPs to achieve local priorities and outcomes including: • making sense of comprehensive area assessment (CAA) • locality self-evaluation • self-evaluation – challenge workshop and facilitation • peer challenge of the locality self-evaluation • outcomes-based accountability.		It includes guidance, self-service tools and case studies based on the experience of peers. All of these are available through the IDeA website: www.idea.gov.uk
	Peer review	IDeA	A peer review allows a team of people who understand the pressures and challenges of running a local authority to review the practices of your authority in a challenging but supportive way. This process allows a constructive discussion of your authority's strengths and weaknesses and provides recommendations of how improvements can be made.		Reviews are done in: • corporate • district • asset management • customer service • culture validation • efficiency • LSPs • people management and workforce improvement • diversity • planning • healthy communities • smaller scale reviews/health checks are flexible products and can be tailored to meet needs.	A team of peers visits the authority for a short period of time – usually between three and five days. They use a specifically designed diagnostic tool and, for most reviews, an established benchmark to help identify strengths and weaknesses within the authority.	
	Integrated workforce strategy good practice project	IDeA	A 'knowledge bank' of good practice examples where authorities are working with their partners to tackle shared workforce issues. This includes a series of toolkits to help LSPs assess and create the team to deliver local priorities.	LSPs		Various methods of support: www.idea.gov.uk/idk/core/page.do?pageId=5222019	
	LSP Peer Challenge	IDeA	A range of peer support and challenge for local partnerships, customised to meet individual need.	LSPs			

Appendices

	Initiative	Lead Organisation/s	Focal issues/s	Target Group/s and/or organisation/s	Skills/capacity building traget	Key delivery mechanisms	Additional comments
Products							
	LSP development and improvement support	IDeA	A peer mentor team provides support to develop LSP leadership and capacity to improve performance and deliver change by building trust, sharing knowledge and resources and working collaboratively.	LSPs			
	Ethical governance toolkit	IDeA	Helps councils assess how well they are meeting the ethical agenda and to improve future arrangements. The toolkit has been developed jointly with the Standards Board for England, IDeA and the Audit Commission.	Councils and partners			
	Delivery planning	IDeA	Customised support to help translate LAA priorities into delivery. Working back from the local outcomes, we will work with councils and their partners to build capacity to find new solutions. We will pilot LAA delivery planning models that provide whole system approaches to place based delivery, involving councils, partners and local communities.	Councils and partners			
	Community engagement and empowerment	IDeA	Support to ensure that communities are engaged in informing and delivering local priorities. Place shaping and spatial planning. Supporting local authorities and their partners to integrate the local development framework (LDF) within the sustainable community strategy (SCS). This will ensure that the LDF supports the delivery of the strategic priorities for the area.	LSPs			
	Voluntary and community sector partnership improvement programme	IDeA	Working with mixed groups from local authorities and the voluntary and community sector to build their capacity so they can work more effectively in partnership.	LSPs			

Appendices

	Initiative	Lead Organisation/s	Focal issues/s	Target Group/s and/or organisation/s	Skills/capacity building traget	Key delivery mechanisms	Additional comments
Products							
	Working collaboratively across boundaries	IDeA	Tailored support to assist councils and their partners to ensure they have appropriate structures and processes in place to deliver their SCS and LAA.	Councils and partners		Support includes: • web-based learning and paper-based resources: can be accessed by all two-tier areas to support delivery of their SCS and LAA • generic LAA and LSP support offers: designed for use in any LAA two-tier area, tailored to fit local circumstances • bespoke support and intervention: to address particular challenges in individual two-tier areas.	
	NHS Leadership Qualities Framework	The NHS Institute	The framework describes the key characteristics, attitudes and behaviours to which leaders in the NHS should aspire. It has been tested within the NHS and validated in the context of the NHS Plan and Shifting the Balance of Power. It describes the qualities expected of NHS leaders, now and in the future.				
RIEPs	All of the RIEPs are offering support to the development of LSPs and to ensure councils are able to deliver ambitious LAAs. A number of RIEPs are offering support to multi-area agreements (MAAs) as appropriate and in relevant regions, local government reorganisation has prompted a particular focus on leadership of place.			The range of activity the RIEPs are involved in across key service areas from adult social care and children's services to waste and community empowerment are all directly relevant to communities. Most importantly, the RIEP programme itself devolves funding and responsibility for sector led improvement activity to a more local level.			
	Improvement East: has given particular support to leadership of place via their LAA and LSP support programme including a diagnostic tool called 'aspire to perform' and tailored support to LSPs such as Peterborough to help them tackle cross cutting issues such as teenage pregnancy which are important to communities. The RIEP is also supporting authorities to develop MAAs – for example in the Thames Gateway region.			The RIEP has also given particular focus on place shaping in Norfolk, Suffolk and Bedfordshire where it has been supporting councils with local government reorganisation. As in other regions, member development is a key focus including modules around members' community leadership role. The RIEP is also working closely with the Regional Empowerment Partnership to ensure an integrated approach to empowerment in the region.			
	East Midlands (EM): has a strong sub-regional structure to ensure local leadership and delivery with 70 per cent of their total funding devolved to sub-regional level (Derbyshire, Leicestershire and Rutland, Nottinghamshire, Northamptonshire and Lincolnshire). At a sub-regional level, the EM has a variety of projects demonstrating 'leadership of place' ranging from support for community cohesion (Derbyshire) to customer and community insight projects (eg Northamptonshire):			• councillor involvement and governance at all levels of the partnership has been particularly important to EM • at a regional level, the RIEP also provides a range of LAA support on particular indicators which authorities feel are important to their communities, as well as a programme of support for particular areas (such as social care, climate change, etc.).			

Appendices

	Initiative	Lead Organisation/s	Focal issues/s	Target Group/s and/or organisation/s	Skills/capacity building traget	Key delivery mechanisms	Additional comments
Products							
	Southwest (SW): delivers strong support for LSPs including a self assessment facility to support them in managing their own development as a partnership. The RIEP has a well developed programme of support around the local economy and is developing its support for housing – key issues in helping authorities shape the physical environment and provide for communities. The SW has been particularly quick to respond to the economic downturn and has been reassessing its programmes to ensure they support authorities appropriately.			The region also has a tradition of the 'peninsula' authorities working together, for example to deliver better outcomes from children's placements. The RIEP is also very ready to support particular service areas and to venture in to new territory for local government led improvement such as looking at how to reduce re-offending, etc. The RIEP also has a strong transformation programme assisting local authorities to look at services from a customer centred perspective. The RIEP has supported some large scale transformation projects such as 'southwest one' which brought together different public sector bodies such as councils and the police to share some services.			
	Yorkshire and Humber (Y&H): another region with a strong identity and which is developing its sub-regional infrastructure whilst offering a number of regional level programmes. The RIEP has a programme of support for LSPs and two-tier working and has successfully supported the development of three MAAs around its city region areas to date. The RIEP is supporting professional member development for councillors in the region and has a number of strong member networks in place (for children's services for example).			Y&H places considerable emphasis on working with partners to ensure consistent leadership across the region, as well as supporting community cohesion, including developing a region wide cohesion strategy. The RIEP has also integrated its climate change activity with partners' activity into one integrated plan and has a well developed programme offering support to authorities and their partners in the economic downturn including encouraging authorities and their partners to sign up collectively to a pledge of action to support communities in the recession.			

List of interviewees

The following individuals were interviewed as part of this research. The OPM is extremely grateful for their contributions.

Interviewee	Organisation
Amanda Lane, Learning and Resources Manager	Homes and Communities Agency Academy
Andrew Larner, Director	Improvement and Efficiency South East
Andy Hancox, Director	Improvement and Efficiency West Midlands
Andy Bates, Lead on corporate peer review and CAA organisation investment	IDeA
Becky Malby, Director	Centre for Innovation in Health Management, University of Leeds
Bob Scurr, Superintendent and Head of Leadership Policy	NPIA
Carole Hassan, Chief executive	Local Government Yorkshire and Humber
Claire Coates, Director	Local Government Yorkshire and Humber
Cecilia Tredget, Director	Improvement East
Chris Allison, Director	East Midland Regional Improvement and Efficiency Partnership
Chris Williams, Community Safety Partnerships and Engagement Adviser, Citizen Focus and Neighbourhood Policing Programme Policing Policy and Practice Directorate	NPIA/IDeA
David Sweeney, Head of Centre for Strategic Leadership	National School of Government
Ewart Wooldridge CBE, Chief Executive	Leadership Foundation for Higher Education
Professor Gerry Stoker	University of Southampton
Gillian Bishop, Director	North West Improvement and Efficiency Partnership
Holly Wheeler, Learning and Development Manager	Leadership Centre
Jeremy Crabb, Associate, Board Level Development	NHS Institute
Joe Simpson, Director of Politics and Partnerships	Leadership Centre
John Atkinson, Director of Operations	Leadership Centre
Mandy James, CAA Programme Development Manager	IDeA

Interviewee	Organisation
Miriam Deakin, Improvement Manager – Programme Office for the RIEPs	IDeA
Martin Samuels, Head of Priority Programme	NHS Institute
Nicky DeBeer, General Manager	Leadership Centre
Rebecca Murphy, Head of Improvement Services	IDeA
Sarah Lewis, Operations Manager	Leadership Centre
Sarah Richards, National Adviser, Places and Prosperity	IDeA
Sue Charteris, Director	Shared Intelligence

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'The Politics of Place', The Leadership Centre, 2008

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The IDeA Partnerships and Places Library
www.library.idea.gov.uk

The library contains a growing number of good practice case studies focussing on what can be achieved through partnership working at a local level.

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