



Leadership Centre for local government

Great leaders great places

GO



**GO beyond
the familiar**

GO



Great leaders great places

The rules are changing in local government, and leading it isn't the game it used to be. Today's local leaders are at the heart of their communities – it is up to them to provide the imagination and the inspiration to create a community out of a place.

This involves not only leading the authority well, but giving the same inspirational lead to all the organisations delivering services to their community. More than that it's about creating a story – a vision – for their communities that makes sense to people, and lets them decide what works for them.

This is no easy task, but the Leadership Centre is here to help local government's leaders meet the challenge of leading the place rather than the council.

Guided by a clear set of principles, we will support you in your quest to make you and your colleagues the best leaders you can be.

Because the prize for good leadership is precious – this is a real chance to improve the quality of your residents' lives in a way that has never been achieved before.



Challenge

The
game
plan

Waste



Challenge

'The corporate management team is great, unfortunately the rest of the organisation is rubbish.'

Good strategies not resulting in good leadership. Rubbish piles up.

Pay £10 compensation to each household

Leadership not leaders

Leaders and chief executives may be a dynamic duo, partners who achieve great things together – but they don't work in isolation. They work in teams which interact with each other, other parts of the organisation, other organisations – and the community itself.

It is not enough simply to develop the skills of two individuals and hope that will improve the leadership of the authority – a more integrated approach is needed.

When we work with you we encourage you to address the context in which you are leading as well as helping particular leaders develop their leadership skills.

The context and issues of your authority are at the heart of everything we accomplish together

Where we fit in

In all our work with the senior political and managerial teams of England's local authorities, we work with the most appropriate group of leaders to achieve the results your community needs. That may be the leadership teams of an individual authority, the LSP, the city region, or the county and district together.

The important thing is that we come to you to work with you and your teams in situ, so that the context and issues of your authority are at the heart of everything we accomplish together.

From our panel of the country's top leadership experts we help you to handpick one who will become your leadership adviser. He or she spends time talking to people at different levels, to find out about the strengths and weaknesses of the authority. One of the adviser's key roles is to help teams confront the issues and ways of working that have been preventing them being effective in the past. The adviser then helps the authority draw up a three-year programme of leadership development for the whole leadership team.

Urban renewal



Challenge

Councillors aren't providing the leadership. Officers are doing their own thing and are not accountable.

Flagship leisure centre doesn't meet residents' needs. Close down three smaller centres to pay for redesign. Lose local by-election.

Forfeit turn

Members and officers travel together

The balance of political and organisational leadership in local government is uniquely complex – and difficult to get right.

Like wheels on a bike, the political and corporate management teams of local authorities need each other to go forward.

Politicians translate the demands of the community into a compelling vision for the authority, managers turn that into reality.

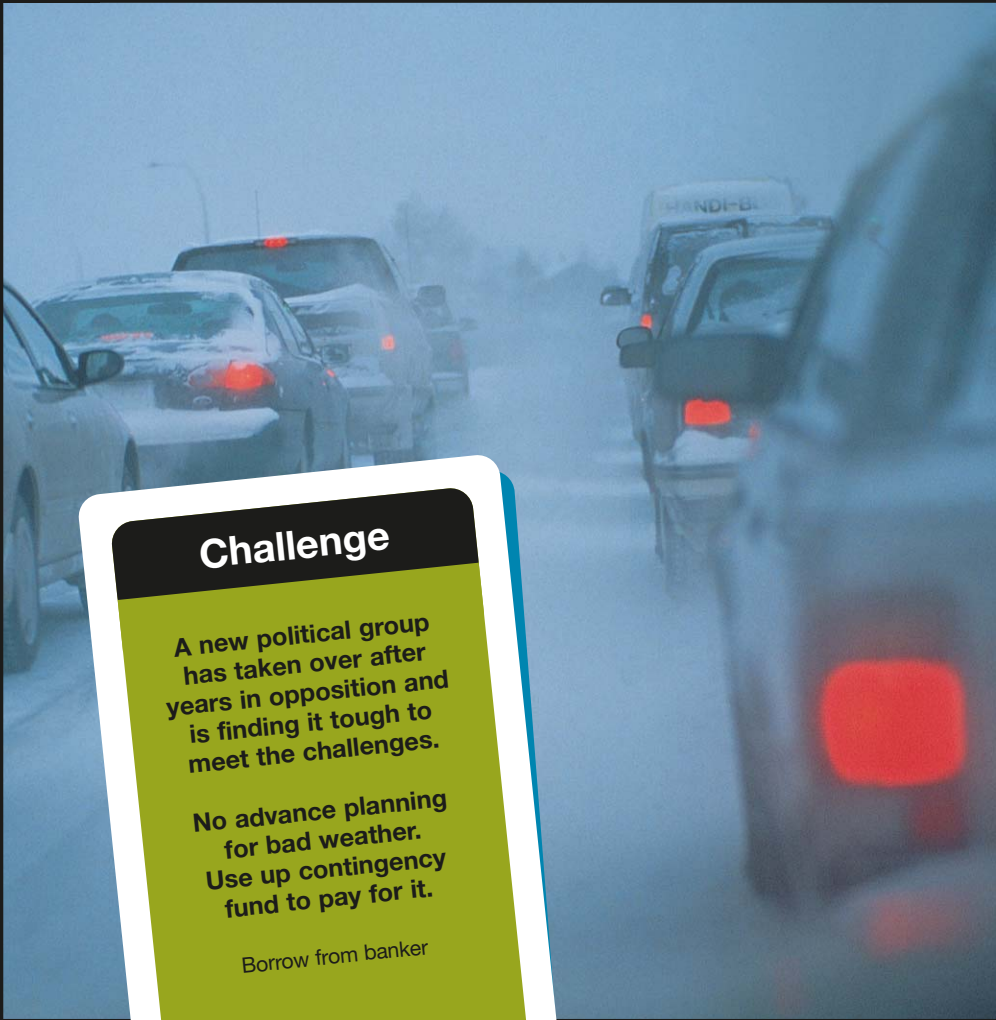
If either misunderstands their role – or does not fulfil it – then it is the community that suffers because its needs are not understood or are not addressed adequately.

Where we fit in

In our local leadership work with authorities the focus is always on the senior political and managerial group, and how they can best be helped to work together. That may mean working collaboratively on challenges that face the authority, changing roles to see a different point of view. Or it may mean helping executives and corporate teams understand their roles and responsibilities. The aim is to increase the effectiveness of member-officer interaction at the top level to enable authorities to become leaders of their locality.

The focus is always
on the senior political
and managerial group

Transport



Challenge

A new political group has taken over after years in opposition and is finding it tough to meet the challenges.

No advance planning for bad weather.
Use up contingency fund to pay for it.

Borrow from banker

Politics matter

Politics is the lifeblood of local government – it's what connects councils to their communities. Without it, they'd be just another quango: dry, bureaucratic, unresponsive – and unanswerable.

Local politicians, at their best, understand their communities, create aspirations out of desire, draw compelling pictures of the future and lead people along the path towards it.

Yet while there has been a big investment in developing managers as leaders – which has paid off – developing politicians has been comparatively neglected, on the unspoken assumption that it is unwanted, unnecessary or too hard.

If not prepared for power, it can be difficult for politicians to meet the challenges they are facing when they should focus on leading.

Where we fit in

Civic Pride is a groundbreaking campaign of initiatives designed to encourage confident, capable and visionary local political leaders. It has five strands:

- **Work with political groups about to take control to help them be ready for their new leadership roles from day one**
- **A major development programme for members of high potential to prepare them for leadership**
- **A high-energy campaign to raise the profile of councillors in order to attract more people to stand**
- **Cabinet development centres to help executives understand their roles**
- **A programme to promote members' roles and skill them in leadership of place**

Politics is what connects
councils to their communities

Pride of place



Opportunity

You're expected to lead across your locality, acting as *primus inter pares*, with a range of public service bodies looking to you for leadership.

Set up a one-stop shop offering range of community services, from health to education. Frees funds for a community festival. Customer satisfaction levels soar.

Proceed to GO

Leadership of place

The new agenda of leadership of place opens up a world of possibilities for local people and the services they receive, with great benefits for the well-being of communities, continuity of care and the co-ordination of services.

Local government leaders are the natural candidates for the new role, as councils are the only body answerable to their communities through the ballot box.

But leading in a partnership context is no easy business and there is a pressing need to develop the skills to lead beyond the authority.

Where we fit in

Developing leadership of place is a priority for the Leadership Centre: the future of Local Area Agreements, the effectiveness of local strategic partnerships, the delivery of the best services to local people, depend on it.

The skills of leading in a partnership – vision, negotiation, compromise, drive – take time to build. We work with authorities, groups of authorities and local strategic partnerships to develop the collaboration and communication needed to pursue the partnership agenda.

Leadership of place opens
up a world of possibilities

Policing

Challenge

You misread the mood of the residents and inappropriate intervention results in simmering tensions among alienated communities.

Damaging headlines fill the local and national press.

Go to jail



Leading requires 'reading'

Good leaders need to know their place – they need to understand their communities, their organisations, the political and governmental context, as well as the individuals they deal with day to day.

It is important that they adapt their style to suit their audience. Misreading a particular situation can have dramatic results.

Where we fit it

All our work is about connection – about connecting leaders with their communities, their teams and their contexts.

Having the confidence and self-awareness to react intuitively to different demands is key to leadership. We aim to help leaders to understand the changing context and make judgments about the right role to adopt in a particular situation.

We connect leaders
with their communities,
their teams and their contexts

Diversity

**CLOSING
DOWN SALE**

Challenge

Best practice models are all very well, but your authority is isolated and rural – and poverty in your patch is hidden among the well-to-do villages.

Lack of affordable housing is driving local people out of the area. Major local business shuts down.

Banker requests immediate repayment of loan

Respect difference

There is no such place as a typical local authority. Every single one of England's 386 local authorities has its own community, with its own issues, problems and ways of responding to them.

To develop their leadership, councils need development that recognises this uniqueness. There is no leadership development plan in the world that will work with all authorities in all situations.

Where we fit in

There is no blueprint for our work with authorities. We see each as unique, and start with the realities of that organisation.

We offer a set of leadership principles – but no off-the-peg leadership packages, because there isn't such thing as a one-size-fits-all solution to any of the problems today's authorities face.

We're also working with the organisations that provide leadership development to make sure they meet your needs. We've created a database of the top suppliers of leadership development and are working with the best – our leadership partners – to design new programmes to reflect the latest developments in leadership thinking.

Councils need leadership development that recognises their uniqueness

Civic pride

Opportunity

You enter your town/city in a European competition for cultural centre of the year.

You win. Excellent local, national and international media coverage. Investments/economy booming.

Proceed to GO and pick up £100 million



Leading means telling a story

What is it that gives a city like Manchester, Gateshead or Liverpool the confidence to transform itself from problematic urban centre to glittering European city?

It's all down to vision – a compelling story for the future created by local leaders that galvanises local people, businesses and organisations to work together to make it come true.

But it's not just about the future, it's also about the past – your story to date. What has brought you to where you are today is as integral to where you're going as the vision to get you there.

We believe
in the power of stories

Where we fit in

Communication is at the heart of leadership, and stories are at the heart of communication. We believe in the power of stories and will help you construct a vision that will inspire your community – because it is an authentic interpretation of your community's needs and ambitions.

Education

Opportunity

A youth parliament is set up – you invite young people to the authority to taste government for real. Voter turnout increases.

Proceed to GO, Bank offers £1million interest-free loan.



People learn more from experience than being told

The leaders people want to follow are those who adapt, who can turn a difficult situation to advantage and who inspire – not those who think they are leaders because they can spout the theory and know their seven 'S's from their five 'F's.

No one learns to lead from a book – which is why the Leadership Centre learning style is firmly rooted in the real world of local politics, working on the ground, using real issues.

Where we fit in

We believe in 'developing by doing', developing leadership capability by working on actual problems facing individual authorities and political groups. Our local leadership projects deal with live challenges, find out what works for individuals in their place, adapt it and improve it – and in the process giving people the tools to tackle future issues more successfully. We take the same approach in our work with new political leaders – your turf is our terrain.

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