

LONDON BOROUGH OF HARROW

Meeting:	Member Development Panel
Date:	23 rd July 2003
Subject:	Development of a leadership programme
Key decision:	No
Responsible Chief Officer:	Jill Rothwell, Executive Director, Organisational Development
Relevant Portfolio Holder:	Sanjay Dighe
Status:	Part 1
Ward:	Not Applicable
Enclosures:	None

1. **Summary/ Reason for urgency (if applicable)**

1.1 Not applicable

2. **Recommendations (for decision by Standards)**

2.2. **To note the progress towards the development of a leadership programme for Members**

REASON: The programme will have implications for the member Development Budget

3. **Consultation with Ward Councillors**

3.1 Not Applicable

4. **Policy Context (including Relevant Previous Decisions)**

4.1 The Peer Review and the Comprehensive Performance Assessment undertaken in May 2003 identified the need to develop the leadership capacity at Officer and member level. This report sets out a draft programme for Members

5. **Relevance to Corporate Priorities**

- 5.1 The Comprehensive Performance Assessment Improvement Plan proposes that the Member development programme drive change, focussing especially on members' strategic roles and responsibilities.

6. **Background Information and options considered**

- 6.1 The initial implementation plan identified the Local Government Information Unit as a possible provider of a leadership development programme for Harrow's Members. Further research identified the University of Birmingham as more able to provide a tailored programme.
- 6.2 The Chief Executive and Training and Development Manager have had an initial meeting with Steve Rogers, a senior lecturer at the University and an initial draft has been developed for further consideration. See Appendix 1.
- 6.3 Following the Member Development Panel, further discussions will take place with the University of Birmingham to ensure the programme developed meets Harrow Members needs.
- 6.4 If adopted the programme will cost £3000 - £4500, which is in line with costs for similar programmes from other organisations

7. **Consultation**

- 7.1 None

8. **Finance Observations**

- 8.1 The proposals contained in this report can be contained within the current budget for Member Development which is £20,200 for 2003-04

9. **Legal Observations**

- 9.1 No legal comments

10. **Conclusion**

- 10.1 The initial proposals from INLOGOV meet the requirements flowing from the CPA action plan.

11. **Background Papers**

- 11.1 Peer review report, CPA report and CPA implementation plan

12. **Author**

- 12.1 Maggie Rees, Training and Development Manager

London Borough of Harrow.

**A proposal for 2 Elected Member Development Workshops
Autumn 2003.**

Introduction

Following an initial discussion between Joyce Markham and Maggie Rees of the Borough Council and Steve Rogers of INLOGOV, we have pleasure in submitting the following proposals for two 3-hour workshops which will be open to all elected members of the London Borough of Harrow. We anticipate that, if the workshops are successful, there will be subsequent discussions on the possibility of our providing a more extensive programme such as our ADLoG programme.

Design and Style of the Workshops

Both workshops will be designed so that there is an appropriate balance between informing and challenging participants on the one hand and, on the other, providing them with opportunities to carry out their own analysis of the topic(s) and form their own conclusions. In designing the inputs to each workshop it is also important to ensure that there is a balance of input between ourselves (to provide contextual understanding and challenge) and senior officers and /or elected members of the authority (to provide up-to-date local knowledge and interpretation). We will therefore be asking for specific short inputs from relevant senior officers and/or elected members.

Duration, Timing and Location.

We have planned for each workshop to run from 4pm to 7pm to suit the needs of the participants. Should this not prove suitable we can shift the precise timing to their needs but we suggest that the 3-hour length be retained. We also suggest that the authority provide suitable refreshments before and during the workshops.

We have assumed that the workshops will take place on mutually convenient dates during the autumn 2003. The fees specified in this proposal will apply for the workshops to be held up to 31st December 2003.

We understand that the workshops will be held in the Committee Suite and, having inspected these we are satisfied that they are sufficiently flexible to be suitable to learning events such as these.

Workshop 1

Developing a Strategic Approach to Community Governance

Objectives.

1. To provide participants with an understanding of the developments that are taking place in local government with regard to both partnership working and community engagement.
2. To evaluate the developments in partnership working that the Borough Council has achieved and to identify where improvements need to be made in the future.
3. To identify the key skills that are required of elected members for effective partnership working in different contexts.

4. To evaluate the developments that have occurred in developing relationships and engaging communities at the neighbourhood, area and borough-wide level – and, where appropriate to wider communities in West London.
5. To identify the key skills that are required of elected members in order to improve the Borough Council's capacity for Community Governance.

Overview of the Programme

The terms 'community governance' and 'community leadership' have become increasingly used to reflect those aspects of the role of local authorities that involve partnership working on the one hand and community relationships, engagement and consultation on the other.

'Partnership' has become commonplace and it is likely that the Borough Council has significantly increased its capacity to work in this way. But it is also likely that, as the form of partnerships change (for example the recent re-launch of the Local Strategic Partnership), so the need for new capacities and skills arise. Also, the strategic partnership agenda has not always developed in a way that makes clear what the contribution of elected members should be.

Community engagement is also a field in which it is likely that the Borough Council has made significant developments. But new needs, expectations and opportunities are likely to constantly arise – particularly in a borough such as Harrow with its extremely diverse communities. Communities cannot be engaged at just one level – nor is it possible to completely separate political engagement from the arrangements for service management and delivery. The Workshop will therefore examine this topic from a neighbourhood, area, borough-wide – and even West London - perspective

The Workshop will be led and facilitated by Steve Rogers, senior lecturer at the Institute of Local Government. Steve has been involved in the development of the concept of 'community leadership' since it was first introduced in the mid 1990's. He has carried out research, consultancy and training on various aspects of the topic for local authorities, their partner organisations and for the Government, LGA and IdeA.

Workshop 2 Developing Leadership Capacity after the CPA.

Objectives.

1. To provide participants with an opportunity to undertake an initial review of what the Council needs to do to develop its leadership capacity to build on the strengths and overcome the weaknesses identified in the CPA.
2. To develop participants' understanding of the concepts and practices of 'leadership' in modern local government.
3. To enable participants to identify the implications of their review (see (1) above) for both cabinet and non-cabinet members and for senior officers.

Overview of the Programme.

The leadership needs of local government today can only be assessed by examining the changing context within which local authorities have to work. Thus, for example, the developing regional agenda, the emergence of LSPs and other forms of partnership, changing Government policy agendas, Best Value and the CPA and the emergence of the concept of 'community leadership' - all these have implications for leadership styles and skills. Indeed it may be argued that the most fundamental requirement for 'leadership capacity' is the ability to provide leadership in all these different contexts – as well as within the local authority itself.

'Leadership' is also a changing concept. Woven into the CPA process are a number of ideas and expectations with regard to good leadership. But ideas about leadership are also developing in other arenas – in Universities, the private sector and in other parts of the public sector. To develop leadership capacity requires an understanding of these different ideas and approaches to leadership.

Finally there is the question of how to identify and respond to the leadership skills and development needs that are needed in an organisation such as the London Borough of Harrow.

So, in this Workshop we will explore in a participative way:

1. The changing contexts for leadership.
2. How the London Borough of Harrow is responding to those changes and what issues for leadership capacity are arising.
3. Changing ideas about what constitutes 'good leadership'.
4. What leadership needs exist in the Borough for elected members and senior officers – including ideas for how they might be met

The Workshop will be led and facilitated by Steve Rogers, senior lecturer at the Institute of Local Government. Steve has, for many years, been associated with the development of performance management in local government. This has included consideration not only of the systems, procedures and organisational arrangements needed but also the leadership capacities and skills needed for local authorities to be effective organisations.

We are providing the option of also involving Professor Sir Michael Lyons, the Director of Inlogov and former Chief Executive of the City of Birmingham (See below – fees and expenses)

Fees and Expenses

The fee for each seminar will £1500. This fee includes all preparatory work and visits, the provision of workshop materials for all participants and the presentation and facilitation of the workshop. The fee is based on the assumption that a senior member of staff, Steve Rogers, will carry out the above activities.

Travel and any subsistence expenses incurred in planning and delivering the workshop will be charged at cost.

For the second Workshop we are offering the option of Sir Michael Lyons being involved in its delivery. If this option is chosen there will be an additional fee of £1000 (to be confirmed).

Conclusion

If you would like to discuss any aspect of this proposal please do not hesitate to contact me.

Steve Rogers
Institute of Local Government Studies
School of Public Policy
University of Birmingham
Edgbaston
Birmingham
B15 2TT