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# MODERNISING STRATEGIES AND LOCAL LEADERSHIP

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# Structure

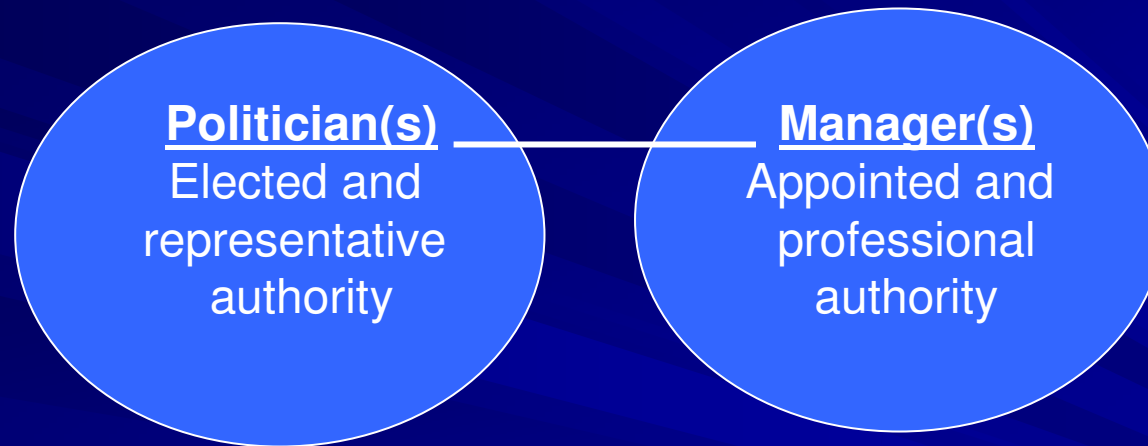
1. A key characteristic of local government leadership
2. Experiences so far and how leadership has contributed
3. Expectations of leadership in future
4. Some critical implications

# 1. Local Government Leadership



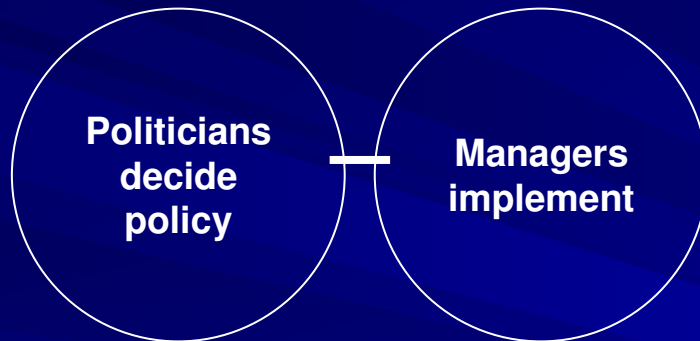
*Kotter/Pascale*

# A unique quality : Joint local leadership

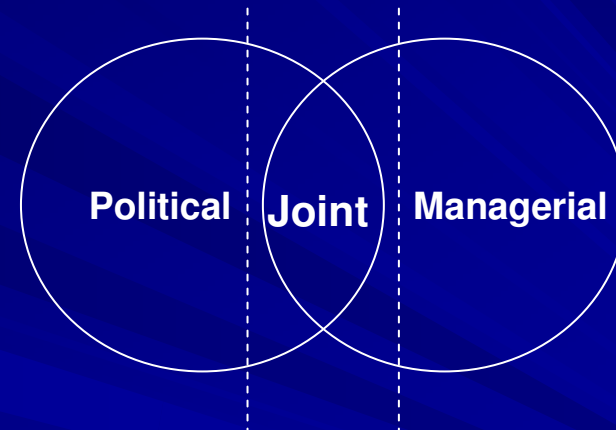


# Joint local leadership

## Assumed model



## Realistic model



# LEADERSHIP CAPACITIES FRAMEWORK :

Leadership Development Commission 2004

POLITICAL	JOINT	MANAGERIAL
<p><b>1. Community Leadership</b> To recognise the needs and values of the community and lead and enable responses to them</p>		
<p><b>2. Delivering Services</b> To continually deliver and improve services as customers and users wish to see them</p>		
<p><b>3. Setting Direction, Priorities and Resources</b> To set an inspiring and realistic agenda for the authority</p>		
<p><b>4. Partnership working</b> To jointly work with others to deliver community outcomes by leading, supporting and enabling</p>		
<p><b>5. Organising and Changing</b> To align and change the authority's working to deliver community and council outcomes</p>		
<p><b>6. Personal and Team Awareness: Skills, Experience and Mindset</b> To continually extend one's own and one's team's capacities to learn and adapt</p>		

## Leadership has moved centre stage

- Seen as having a critical role in changing and making local government fit for the future – centre of most modernisation policies
- Development and training have been strengthened, particularly for local politicians – IDeA's Leadership Academy
- Capacity building includes peer support to politicians, development of cabinets and, crucially, evolving the relationship between 'tops teams'

## 2. Some experiences so far and the leadership contribution

### **Meta evaluations : Local Government Modernisation Agenda (LGMA)**

1. Service Improvement
2. Accountability
3. Community Leadership
4. Stakeholder Engagement
5. Public Confidence



## Service Improvements (1) Policies and Expectations

LGMA policy drivers	Lead to	Expected Changes
<ul style="list-style-type: none"><li>■ The best value regime</li><li>■ CPA - Comprehensive Performance Assessments</li><li>■ The beacon council scheme</li><li>■ Capital Strategies and Asset Management Plans</li><li>■ Capacity Building</li><li>■ Electronic Governance</li><li>■ Local Public Service Agreements (LPSAs)</li><li>■ Local Strategic Partnerships - LSPs</li><li>■ Powers to trade and other freedoms</li></ul>	<ul style="list-style-type: none"><li>■ Improvements in the culture and capacity of local authorities</li><li>■ More effective local partnership working</li><li>■ Better central local relations</li></ul>	<ul style="list-style-type: none"><li>■ Higher quality service</li><li>■ More cost effective service</li><li>■ More responsible services</li><li>■ More joined up services</li><li>■ Improved access to services for all groups</li><li>■ Increased user satisfaction</li><li>■ Increased staff satisfaction</li></ul>

## Service Improvements (2) Results

- Basket of performance indicators +12.5 % over 3 years
- Marked improvements in poor CPA rated authorities
- **Cleaner** eg litter in one year down 23%-8% (33%-10% in deprived areas)
- **Safer** eg crime since 1997 down by 35% (28% in 18 months with neighbourhood wardens)
- **Greener** eg managers believing green space declining dropped 55%-16%

## Service Improvements (3) Reasons

- Joint managerial and political leadership
- Clear targets and outcomes
- More day to day performance management
- Market testing/outourcing
- User and staff engagement

Only when radical, e.g. procurement options, does it challenge (managerial) interests and culture

## Accountability (1) Policies, Expectations and Results

LGMA Policy Drivers	Expectations	Results
<p><b>National</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> CPA</li> <li><input type="checkbox"/> Best Value</li> <li><input type="checkbox"/> Local Strategic Partnerships</li> <li><input type="checkbox"/> Inspection regimes</li> </ul> <p><b>Local</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> New constitutions</li> <li><input type="checkbox"/> Political and managerial commitment</li> </ul>	<p><b>Improved</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Taking into account</li> <li><input type="checkbox"/> Giving on account</li> <li><input type="checkbox"/> Holding to account</li> <li><input type="checkbox"/> Redress</li> </ul>	<ul style="list-style-type: none"> <li>Some increase</li> <li>Some increase</li> <li>Less clear</li> <li>Little change</li> </ul>

## Accountability (2) Example LB Hounslow

- Recognition of drivers
- Put together national and local priorities
- Jointly established between politicians and managers
- Agreed a performance framework
- Created a practical mechanism with responsibilities for;
  - managers
  - portfolio holders/directors
  - top teams: cabinet + corporate management team
  - resulted in significant improvement in outcomes, engagement and culture

## Accountability (3) Reasons

- Impacts on managers and politicians needs to be a **jointly** led change
- Clear but potentially difficult and exposing **outcomes**
- Careful negotiation over managerial and political **interests and responsibilities**
- Shifts the **culture** of how things are done

## Community Leadership (1) Policies, Expectations and Results

<b>LGMA Policy Drivers</b>	<b>Expectations</b>	<b>Results</b>
<ul style="list-style-type: none"><li>■ Community Strategies</li><li>■ Local Strategic Partnership</li><li>■ Power of economic, social &amp; environmental well being</li><li>■ CPA</li></ul>	<ul style="list-style-type: none"><li>■ Focus on community priorities</li><li>■ Galvanising range of contributions &amp; delivery</li><li>■ Citizen involvement in prioritising and delivery</li></ul>	<ul style="list-style-type: none"><li>■ Extended and dispersed leadership</li><li>■ Set out a strategic framework</li><li>■ Very varied experience of LSPs with delivery</li><li>■ Taken time and affected by history</li></ul>

## Community Leadership (2) Reasons

- Difficult to resolve political/managerial leadership
- Less clear about what are the **outcomes**
- Brokering across multiple **interests**, complexity and uncertainty is very demanding
- Reversing the leader/follower dynamics
- Influence rather than control is a radical shift in **culture**

## Lessons so far

- Local leadership with all its constraints is crucial
- Its quality will be primarily forged through the joint political and managerial lead
- Clear and technical **outcomes** deliver quicker results
- Multiple **interests** need careful brokering by the joint leadership
- **Cultural** shifts take time and are the real **adaptive** leadership
- Can we change without the external driver?

### 3. Future expectations of leadership

Very strong debate in the UK

- Forthcoming White Paper based upon many documents e.g. 'Vibrant Local Leadership'
- The Lyons Inquiry into Local Government – 'National prosperity, local choice and civic engagement', May 2006
- Local Government Association – 'Closer to people and place', May 2006
- All our Futures - 2015, study for ODPM, April 2006

## Common denominators of these proposals

- The future role will be substantially different from now ( but builds on the shifts already taking place)
- Devolution to the local authority and beyond – ‘double devolution’
- ‘Place shaping/making’ are key
- Clearer roles and relationships between central and local government
- Few power shifts – ‘few new ones are needed’
- Leadership is central and will have to change across the local authority and with others

# Ten core functions for local governance in 10 years

1. **Coping with stark differences within and between regions and places**
2. **Caring for significant proportion of the population (young, old, disabled, vulnerable)**
3. **Controlling and regulating human and physical flows and circulation (from ASBOs to traffic), including dealing with threats and managing emergencies and disasters**
4. **Promoting economic growth and developing economic performance capacity and capabilities**
5. **Strategic marketing (identifying, developing and 'selling' new actions to the public)**

# Ten core functions for local governance in 10 years

- 6 **Brokering, marshalling and relationship building between key actors**
- 7 **Planning (including planning of investment) and mobilising local resources**
- 8 **Providing and making transparent complex sets of information**
- 9 **Reconciling the diversity of individual and group expectations, needs, culture, identity and morality, and**
- 10 **Representation (of the locality, of the community).**

## 4. Some crucial implications for future leadership

### Political

- Ambitious and communicates the strategic story
- Holds the bigger community role and brings people together
- Authentic and has conviction
- Openly account

### Managerial

- Leadership of the organisation actual and virtual
- Delivers political aims
- Shapes and delivers services and policies
- Provides and responds to information from citizens

### Joint

- A relationship which builds and adapts to people and conditions – The Rough Guide to Top Teams

# Leadership: A Juggling Act

