

Leadership of Shared Services and Management

A half-day workshop for the cabinets of councils sharing services and managers

Purpose

This 'road tested' workshop is for leading members to establish the working relationship between the two cabinets and shape their strategy for share management and services. It will be an open discussion of what you face and how you might tackle this ambitious agenda. Action plans will be agreed.

The new agenda

Three new major challenges face the two councils and are interconnected:

- delivering the budget reductions 2011-14
- enabling the use of the Localism Bill and decentralisation
- maximising the benefits of the shared management and services

The two cabinets and management team need to establish a strong working understanding to provide the necessary focus and leadership.

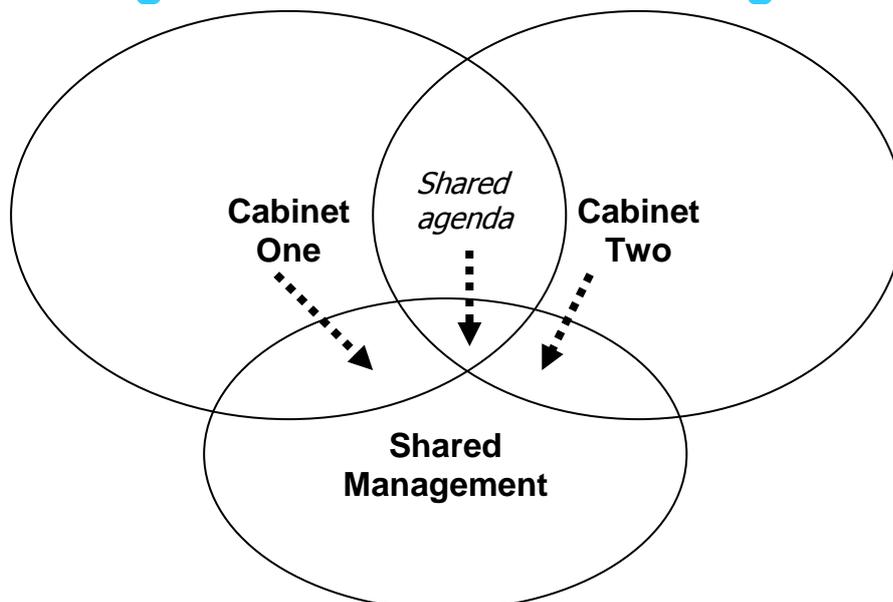
Outcomes from the challenge workshop

This workshop challenges the leading politicians of both councils and the management team to:

- rapidly establish their working relationship
- understand their shared and separate corporate priorities (illustrated below)
- examine some key implications of the Localism Bill
- get a sense of what it will take to lead and manage the changes

An Action Report will capture key areas of agreement and commitments to action to ensure the results integrate with corporate work plans and the shared strategy.

Shared agendas and shared management



Programme

- 9.00 **Introduction to the workshop: Shared ambitions**
Views from the two leaders. Outline of how the workshop will run.
- 9.05 **Working effectively together**
1. **The other team**
Accelerating the getting to know one another.
 2. **Doing business together**
Using a well established way of understanding personal styles we will examine what it takes to build effective and open working relationships.
- 10.00 **What are shared and what are separate corporate priorities?**
1. Each cabinet will be asked to set out the **current headlines of their corporate priorities** and how they fit with the Government's agenda on budget reductions and the Localism Bill. This recognises that local elections and emerging Government initiatives may bring changes of emphasis in future.
 2. We will pool the results and identify what is **common to both councils** (and therefore a single agenda for the managers) and what is **distinct to each authority** (and therefore requires managers to work to separate agendas). Initial implications for work and negotiation.
- 11.00 Coffee/Tea
- 11.15 **The partnership between the two portfolio holders and managers**
One of the key relationships will be that between the portfolio holders from each authority. How practically do you intend to work as a pair and with your managers to provide the shared leadership of your service responsibilities?
- 11.45 **Impacts of the Localism Bill**
The Bill challenges all members to lift their game in their wards. How can the cabinets both encourage this and respond to the upward pressures from local members pursuing specific agendas?
- 12.15 **Innovation, risk and change**
One ambition must be that members and managers grasp the many opportunities open to them. What will it take to encourage innovation, risk taking and radical change in your councils and communities?
- 12.45 **Action Plans**
What are the commitments to act at cabinet, management team and personal levels?
- 1.00 **Lunch**
- 1.30 Finish

Andy Holder. April 2011