

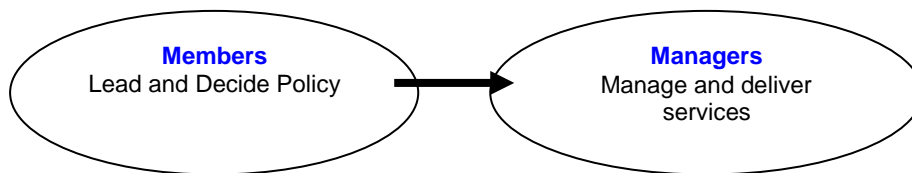
Renewing Top Team Working: Getting the Joint Leadership up to Speed

A Three Workshop Series for new Cabinets/ Executives and their Corporate Management Teams following elections

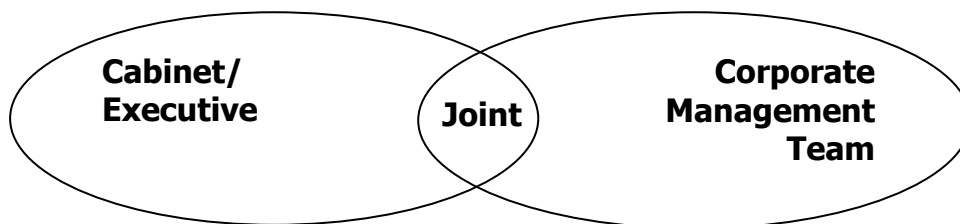
New cabinets (and executives) face huge challenges in meeting their communities' aspirations and needs (usually expressed in the recent election) alongside the practicalities required of them in delivering budget cuts, policy changes and greater efficiencies.

The traditional model which operates at the heart of many of our councils assumes a clear separation of roles between members who lead and decide policy and managers who manage and deliver services. It can be illustrated as

Two separate roles



This does not address the complexity of the operating environment councils now find themselves in. Instead we see increasingly a need for overlap and a joint arena where members and managers jointly tackle and share leadership responsibility. This requires a joint leadership responsibility for community engagement, in localism establishing and prioritising a vision and strategy for the council, managing effectively the council's strategic performance, and being clear about mutual roles and responsibilities. The picture looks much more like this:



*community engagement & localism
vision & strategy
performance management
roles & responsibilities*

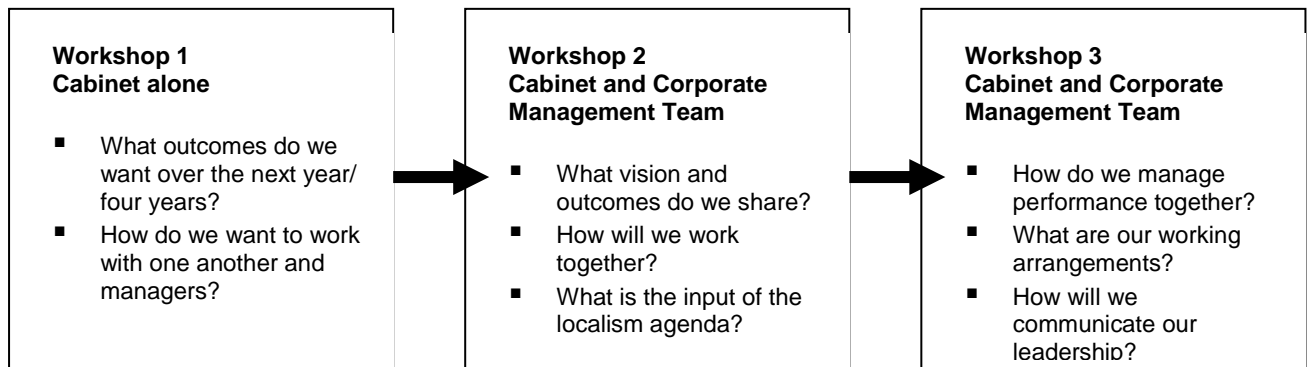
The leadership of the Council depends upon the two top teams – the Cabinet/Executive and the corporate management team - need to agree on these crucial areas for the Council and deliver on them early in the new council.

The Challenge

Each council has its own unique combination of politicians and managers with very different backgrounds, values, capabilities and views. They have rarely chosen to work with one another, and yet, if they are to meet the challenges and deliver better outcomes for their communities, they have to make their relationship work effectively.

Where robust and respectful relationships are in place good practice shows that not only does this have a positive impact on the overall culture of the council and the working relationships with partners and other organisations, but it has a direct impact on the ambition of the council and the quality of performance and outcomes delivered to the community.

This series of three top team workshops provides time to accelerate the development of the joint leadership and managerial roles early on in the life of newly elected councils. Workshop 1 starts with time for the cabinet alone; Workshop 2 starts to build a 'joint' vision, respond to the localism agenda and build the working relationship. Workshop 3 shapes the management of strategic performance and the details of joint working.



We would draw on our wide experience of top teams and the guidance we wrote for IDeA/Local Government Improvement. *Inside Top Teams: A Practical Guide*, available from LG Knowledge or our site under *Catalysts* .