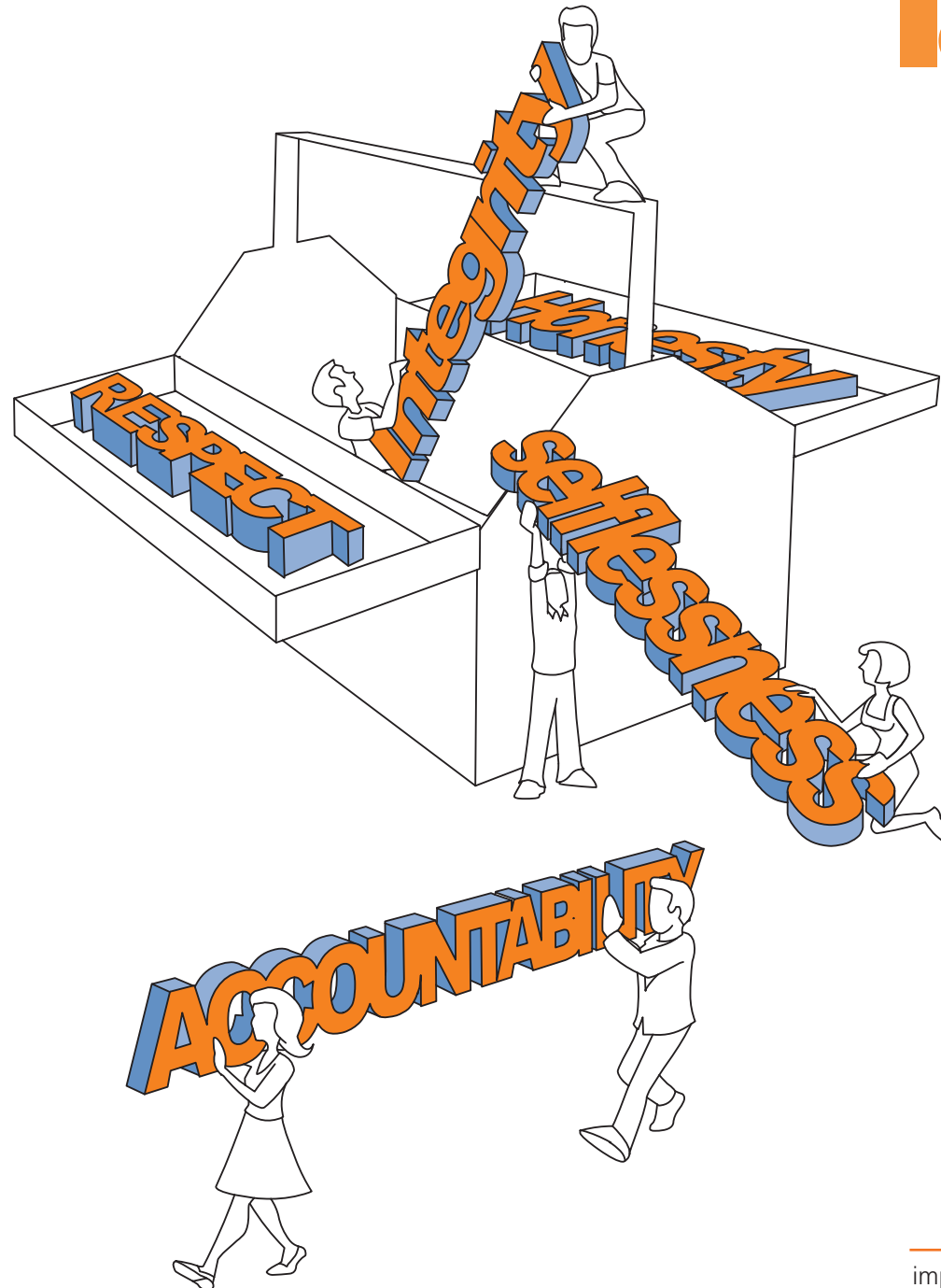


ethical governance toolkit

member officer roles



member officer roles

The leadership of democratic governance is provided by a pairing of politicians and managers, either two individuals or more likely two groupings brought together by very different routes to do a complementary task. Their origins, careers and working cultures are quite different and yet together they jointly hold the community's present and future in their hands. How well this relationship is established and sustained will influence the success or not of the community.

What does it take to establish a relationship between politician and manager that 'takes the strain' rather than producing a 'strained relationship'?

Characteristics of the relationship illustrated by the diagram are:

knowing how to debate, decide and act in a joint way

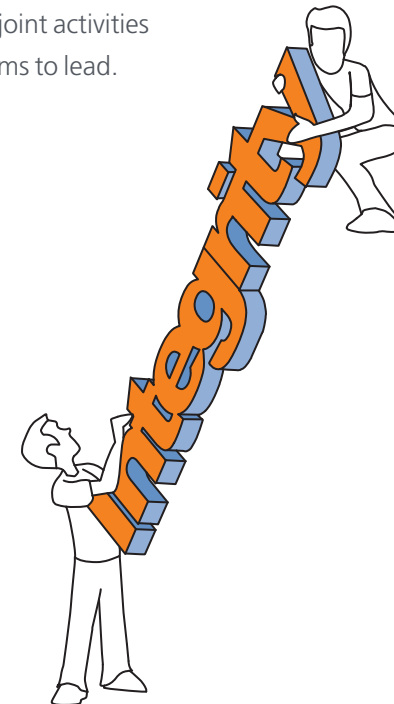
The joint area of leadership covers issues of priority for the whole council or a policy area, which necessarily have both political and managerial priorities within it. The discussion needs to have both politician and manager sitting down as equals (albeit with different roles and with different interests) and acting jointly as a result.

knowing what will take place in their separate responsibilities

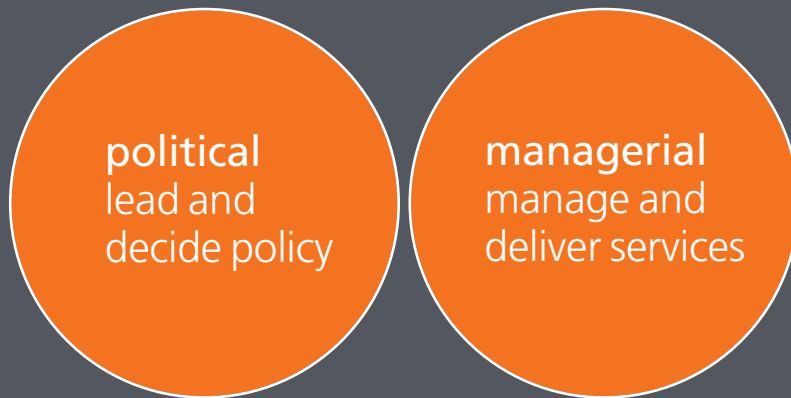
The two spheres of separate action for politicians and managers are known to a greater or lesser extent to the other. Research shows the greater the degree of openness and understanding about the other the better for the working relationship.

The work to establish better joint working has brought new experiences to both groups. These have typically been:

- the unusualness of taking time to establish good understanding and joint processes
- the unusualness of genuinely joint activities
- the creation of new mechanisms to lead.



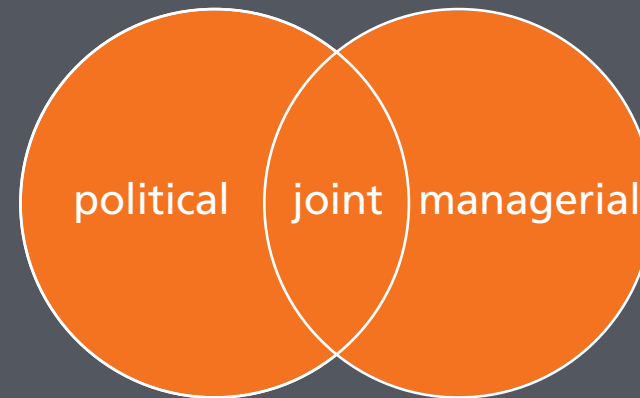
separation



political
Elected authority from the community to set the council's direction and make choices on its behalf.

joint
Authority gained from acting together and ensuring that choices respect the interests and concerns of the community and of each other.

overlap



managerial
Appointed authority to act on political choices and delegated responsibilities to deliver services and use the council's influence.

leadership drivers and enablers

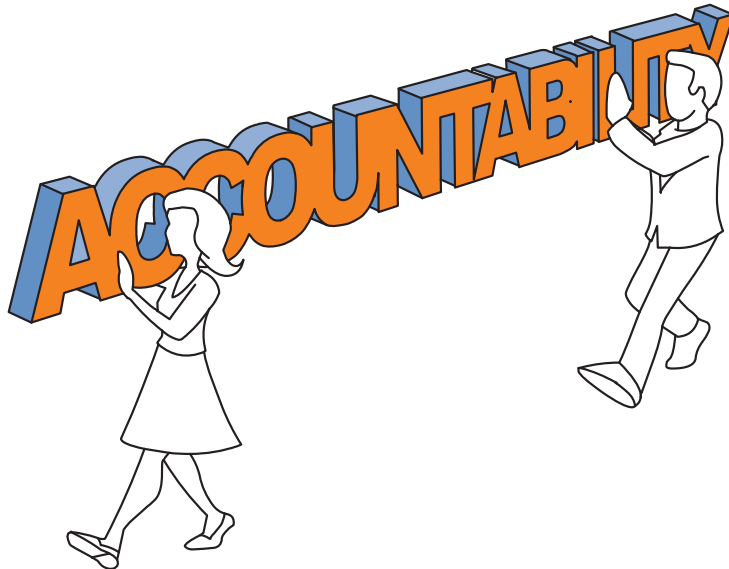
The Leadership Development Commission suggested a series of leadership capacities central to local government if it is to succeed over the next five to 10 years, two that are the principal 'drivers' and four that are 'enablers':

leadership drivers:

- community leadership – responding to the needs, values and expectations of the community
- delivering services – continually delivering and improving services as customers and users wish to see them.

leadership enablers:

- setting direction, priorities and resources – setting an inspiring and realistic agenda for the authority
- partnership working – jointly working with others to deliver community outcomes by leading, supporting and enabling
- organising and changing – aligning and changing the authority's working to deliver community and council outcomes
- personal and team skills, experience and mindsets – continually extending one's own and one's teams capacities to learn and adapt.



umbrella framework for local leadership

	political	joint	managerial
community leadership	<ul style="list-style-type: none"> • setting political values, objectives and commitments 	<ul style="list-style-type: none"> • agreeing the council's leadership and contribution to the community 	<ul style="list-style-type: none"> • establishing corporate values • consulting to establish community priorities
delivering services	<ul style="list-style-type: none"> • scrutinising performance and action 	<ul style="list-style-type: none"> • agreeing targets and outcomes • agreeing performance systems 	<ul style="list-style-type: none"> • achieving results and running an effective performance management system
setting the direction, priorities and resources	<ul style="list-style-type: none"> • defining core political priorities 	<ul style="list-style-type: none"> • devising and agreeing the corporate priorities and plan 	<ul style="list-style-type: none"> • establishing work priorities derived from national, community, corporate and service policies
partnership working	<ul style="list-style-type: none"> • leading through partnerships 	<ul style="list-style-type: none"> • agreeing on priorities, representation and roles 	<ul style="list-style-type: none"> • working through partnerships
organising and changing	<ul style="list-style-type: none"> • working with other politicians and the public • facilitating political change • sustaining ethical and political values 	<ul style="list-style-type: none"> • working across the political/managerial interface • jointly managing capacity and resources 	<ul style="list-style-type: none"> • aligning the work of employees and others • facilitating change and adaptation • sustaining professional, financial and ethical values
personal and team skills, experience and mindset	<ul style="list-style-type: none"> • managing self and personal skills • developing the cabinet/executive • developing relationships within the political group 	<ul style="list-style-type: none"> • developing joint team working • facilitating the pairing of portfolio holder and director 	<ul style="list-style-type: none"> • managing self and personal skills • developing the management team • developing relationships to staff and organisation

who does what? leadership or management

	politicians	managers
philosophy	<ul style="list-style-type: none"> political 	<ul style="list-style-type: none"> professional and managerial
role	<ul style="list-style-type: none"> representative making choices 	<ul style="list-style-type: none"> expert organising delivery
currency	<ul style="list-style-type: none"> information, power and votes 	<ul style="list-style-type: none"> knowledge, good practice and position
method	<ul style="list-style-type: none"> playing the game 	<ul style="list-style-type: none"> problem solving
conversation	<ul style="list-style-type: none"> what do you hear? Storytelling 	<ul style="list-style-type: none"> what do you know? reports
language	<ul style="list-style-type: none"> interests and symbols 	<ul style="list-style-type: none"> information, money, people and things
leads by	<ul style="list-style-type: none"> persuasion, outcomes and power 	<ul style="list-style-type: none"> coherence, outcomes and good practice
handles performance by	<ul style="list-style-type: none"> responding to local pressures 	<ul style="list-style-type: none"> responding to performance indicators, often nationally or professionally derived
successful performance is	<ul style="list-style-type: none"> responding to many diverse needs 	<ul style="list-style-type: none"> doing a few things well
dynamics for handling difference	<ul style="list-style-type: none"> conflict, compromise, change relies on votes 	<ul style="list-style-type: none"> harmony, cooperation, continuity relies on position
selected for	<ul style="list-style-type: none"> political allegiance experience and promises 	<ul style="list-style-type: none"> professional experience, credibility and fit
promoted for	<ul style="list-style-type: none"> delivery, profile, influence and allegiance 	<ul style="list-style-type: none"> delivery, reputation and fit

the practical implications of joint leadership space

the following are critical questions that are necessary to answer if joint leadership is to work well:

- **who does what?**
Distinguishing between leadership and management – not the usual political/managerial split
- **whose coming from where?**
Understanding and responding to very different cultures and career routes
- **how do the two teams work together?**
Establishing joint leadership space and joint team processes
- **how do individuals work together?**
Building effective pairings of politician and manager
- **how are individual political leaders to develop?**
Strengthening the leadership of politicians.

the critical features are to jointly establish:

- understanding
- fairness
- agreed action and make joint action a regular part of the council's work
- agreed leadership and management responsibilities.

this handout is based on extracts from

Taking the strain or a strained relationship? Joint political and managerial leadership in UK city governance by Andrew Holder, Principal, AHA Consultancy and Visiting Fellow, University of the West of England
Email: andy.holder@ahaconsultancy.co.uk

