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# **IDeA Leadership Development Strategy 2008**

Version 3.0

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## 1. Executive Summary

Public expectations are rising, resources are tighter; and partnership working, place shaping and tackling “cross cutting” issues are all becoming increasingly important. Meeting these challenges calls for a shift of emphasis towards transformational change through innovation. Leadership has, therefore, never been more important.

This changing context means that the priorities for leadership development in the future are likely to be:

- developing the core skills of front line councillors as community leaders
- develop effective leadership of, and through, partnerships
- visioning, strategy and prioritisation skills
- building strong and robust relationships
- developing talent management (including ambitious targets to increase black, Asian and minority ethnic leaders)
- capitalising on councillor/managers joint leadership
- enhancing middle manager’s leadership capacity – especially for joint working
- developing political group management
- creating an environment that encourages and supports innovation

At the same time the National Improvement and Efficiency Strategy has created new improvement arrangements to help the sector meet these challenges. For the IDeA this means working at three levels: firstly, helping individual councils develop their leadership capacity; secondly, responding to, and helping to shape, leadership development requests from Regional Improvement and Efficiency Partnerships (RIEPs); and thirdly, developing a national infrastructure of knowledge and programmes. In terms of the latter, the IDeA will continue to support improvements in leadership within the sector through a combination of peer based sector led support, workforce development and leadership development programmes to form an integrated package.

This strategy seeks to ensure that the IDeA’s leadership development activity makes the biggest possible impact on leadership capacity in local government. This will require a flexible approach which sets leadership development within the context of the local area and seeks to support councils with their leadership development, rather than providing one size fits all programmes. In doing this we have developed this strategy in consultation with stakeholders and partners.

Current leadership development activity leaves important gaps in provision and fails to bring together all providers to form a comprehensive offer to the sector. To address this, the strategy seeks to refocus IDeA resources on two roles: market making and knowledge sharing - including building the evidence base for effective leadership development. However, there are unique areas requiring the IDeA to commission, or organize, programmes on behalf of the sector. In this role the focus of resources will be on two areas: leadership development for politicians and graduate entry. Where there is a mature and diverse range of providers, such as

programmes for managers, the Agency will seek to collaborate with these providers in order to fill gaps and to ensure that they focus on the priorities listed above.

This strategy requires a significant shift in approach. To ensure that this is managed well, and the sector's needs are kept constantly under a review, it is proposed that a high level steering group, representing the sector, is assembled to ensure that this happens.

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## 2. Introduction

The IDeA has been a major player, for a number of years, in the provision of leadership support and development to the local government sector. It has a reputation for delivering and commissioning strong leadership development programmes at a national level; such as the National Leadership Academy, and commissioning research on behalf of the sector and delivering leadership support to individual councils and groups of councils through its improvement support programmes.

In order to continue to make a significant contribution to the leadership capacity of the sector, the IDeA realises there is a need to ensure that it can respond effectively to the fast pace of change in local government, play a new role in raising the quality of leadership provision across the board and refresh its offerings to ensure they are fit for purpose.

To do this the IDeA is producing a new leadership development strategy with its key partners and clients. The purpose of the strategy is to ensure that the IDeA leadership development offer:

- continues to build leadership capacity within councils, partners and the wider sector given the changing context within which local government operates
- is consistent with the Agency's role of delivering the national component of sector improvement and support
- demonstrates the link between improving leadership capacity across the sector and improvement in outcomes for local citizens who use council services

We can only seek to do this with the help of our many partners and stakeholders and through collaboration with the Regional Improvement and Efficiency Partnerships (RIEPs) and bodies representing the sector.

### 3. Context

*This section sets out the current policy changes affecting local government and what they mean for leadership. It describes the changing nature of leadership in local government and how leadership development will need to adapt in order to deliver this new leadership.*

#### **The Local Government Policy Context**

Local government leadership now takes place against a complex backcloth of newly emerging powers and responsibilities.

*“...the context within which authorities operate is changing:*

- public expectations are rising
- resources are tighter;
- partnership working, place shaping and tackling “cross cutting” issues are all becoming increasingly important

Meeting these challenges calls for a shift of emphasis – away from a reliance on technical improvements achieved through incremental changes and towards transformational change through innovation” (Clive Grace and Steve Martin)

These changes are being delivered through Local Area Agreement’s, Comprehensive Area Assessments, Place Shaping and Local Strategic Partnerships and these new arrangements create a new set of challenges for the leaders of our local authorities and their partners.

#### **Changes to the Improvement Architecture**

The National Improvement and Efficiency Strategy has established a new structure for the deployment of improvement resources in the current spending review period. The strategy envisages improvement activity taking place at three levels:

- local authorities acting alone or with their neighbours
- new Regional Improvement and Efficiency Partnerships commissioning and targeting activity which is best achieved collectively at the regional level
- the IDeA providing a “national spine” to support the deployment of RIEP and local authority resources.

For the IDeA this means working at three levels:

- helping individual councils develop their leadership capacity by offering our expertise and resources, such as peers and tailored improvement support programmes to address specific local leadership challenges involving councillors and managers, and supplying knowledge on effective leadership development to help local authorities with their commissioning of programmes
- responding to, and helping to shape, leadership development requests for specific programmes received from Regional Improvement and Efficiency Partnerships, sub – regional partnerships and individual councils
- developing a national infrastructure of knowledge and programmes that underpin regional and local authority level activity.

## The Leadership Context

These changes mean that leadership development in the future can be viewed, as a collective process moving from the development of individuals, to council leadership teams and on to partnership teams. The development of individual leadership skills will still be important for new leaders and those without leadership experience.

However, the new context for leader's means that they will operate through less direct lines of accountability and leadership will exist among partnerships operating on an area basis. This requires the ability to:

- motivate those within and outside the council
- engage with the community to agree a clear vision and shared goals for an area
- influence the quality and delivery of all local services
- seek for efficient use of resources and high quality services for citizens

The Local Government White paper of 2006 extends the leadership role from the council to the wider community.

This shift requires:

- community leadership as well as organisation and personal leadership:
- leadership of , and through, partnerships as well as of organisations
- a focus on horizontal relationships as well as vertical ones
- a key focus on cross-boundary relations

As a result, leadership becomes an investment in the social capital of an organisation, system or locality – the development of collective organisational capacity:



Finally, leadership development must be set within the context of talent management. The councils workforce is ageing and competition from other sectors makes it difficult to identify and recruit the leaders of the future. The rapidly changing context above not only means that leaders will require very different skills than they did in the past, but also that the existing local government workforce may not, alone, produce future leaders , and the talent pool will have to be widened.

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## 4. Leadership Priorities

*This section sets out what the current policy context means for the leadership priorities of the sector. The section also summarises discussions with stakeholders and partners about the gaps in current provision, areas that need further development, and priorities.*

We have considered the likely impact of this context in discussion with our key stakeholders and partners. As a result we have identified the following 8 priorities for leadership development in the sector for the future:

- **developing the core skills of front line councillors as community leaders**
- **develop effective leadership of, and through, partnerships**
- **visioning, strategy and prioritisation skills**
- **build strong and robust relationships**
- **develop talent management (including ambitious targets to increase black, Asian and minority ethnic leaders)**
- **capitalise on councillor/managers joint leadership**
- **enhancing middle manager's leadership capacity – especially for joint working**
- **develop political group management**
- **create an environment that encourages and supports innovation**

In future, leadership programmes commissioned or supported by the IDEa will seek to address these priorities. Several are already being addressed, but the changes proposed in this strategy seek to ensure that in future programmes address these priorities more effectively. However, the context for local government leadership is changing rapidly, and further changes will continue to emerge. We will keep these priorities under review to ensure that they remain relevant to the changing context

Looking at the priorities above, together with the changing context, we have identified the following key gaps, or areas for further development, in leadership development:

- supporting the sector to identify potential leaders prior to development through talent management and succession planning
- developing the collective leadership capacity of teams of local leaders across public services in terms of leadership of place
- sector owned framework and infrastructure for officer mentoring and coaching within the sector
- identifying and promulgating “what works” in leadership development in local government – further development of the work in this area already undertaken by the leadership centre for local government
- knowledge on leadership development providers and feedback from local authorities on their experiences with providers- further development of the work in this area already undertaken by the Leadership Centre for Local Government

- a national and regional approach to managing and stimulating the leadership development market on behalf of the sector- further development of the work in this area already undertaken by the leadership centre for local government
- alliances with other national leadership development bodies to build synergies and delete overlaps
- cross sector leadership programmes for middle managers
- cross public sector graduate development programmes
- integrated/aligned organisational development and leadership development programmes
- comprehensive and compatible range of career development opportunities for chief executives and directors, ranging from aspiring chief executives and directors, and induction, to continuous professional development

The IDeA will seek to help the sector address these gaps, and areas for development, by working in collaboration with the Leadership Centre for local Government, regional improvement bodies and the relevant providers in the leadership development market.

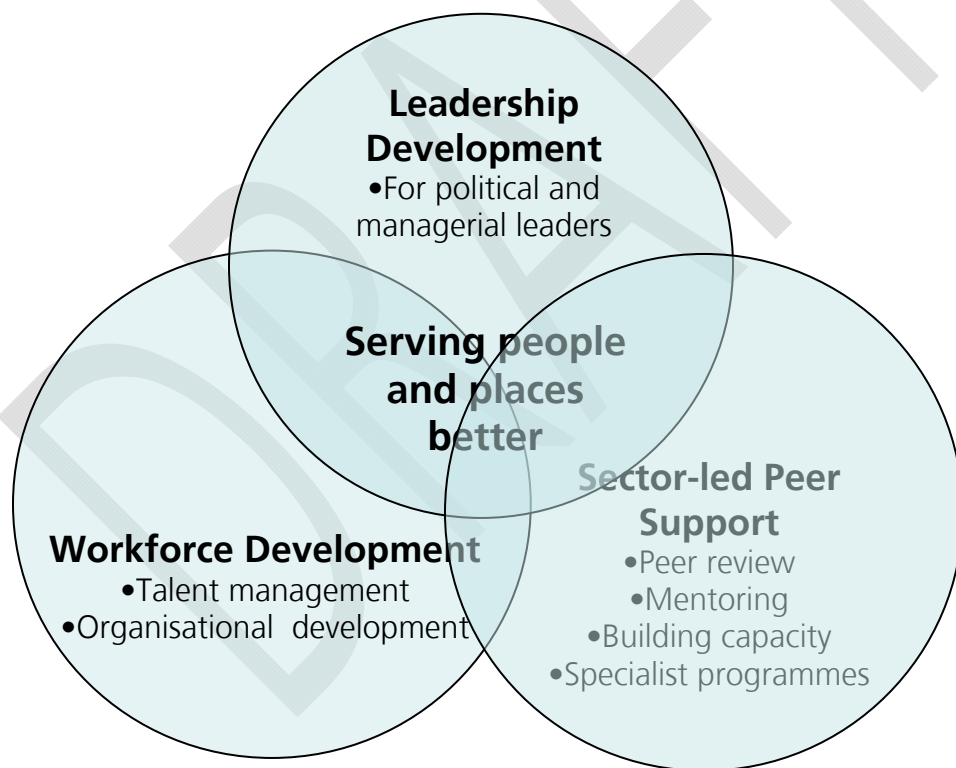
## 5. Current Provision

*This section describes current leadership activity of the IDeA and how leadership development fits with other related IDeA activity. Current leadership development programmes are described and critically assessed as a prelude to identifying changes that are required in the future.*

The IDeA provides holistic support to councils to help them build their leadership capacity by embracing the overlaps between three areas of the Agency's work:

- leadership development
- sector led support
- workforce development support

The diagram below shows how the components of these three areas of work fit together into a composite offer:



This strategy is concerned with the leadership development circle, but it is important that all three areas combine as part of the effort to improve services through enhanced leadership capacity in the sector.

Work around leadership has always been central to IDeA's efforts to help the sector improve. The Agency seeks to improve leadership capacity through both formal

leadership development and through the full range of sector led support which it co-ordinates and delivers. In practice it is difficult to fully distinguish between the agency's leadership development activities on one hand and other support to councils, such as: peer reviews, and programmes to improve poor performance, which often, also, focus on leadership issues, on the other hand.

All the IDeA support programmes involve both officer and member peers. Peers share expertise and challenge performance and peer working is a distinct feature of local government's improvement story. The IDeA underpins this approach with the Peer Clearing House which recruits, accredits and deploys peers. Peer working is a key part of the leadership approach with programmes, such as councillor mentoring, also part of the sector led support for poor performing councils. Going forward it is anticipated that the accredited peers will continue to support the sector in this way. Furthermore, becoming an active peer creates an opportunity for learning, which enhances the leadership capacity of the sector.

In addition, the Agency has a range of programmes which aim to improve council strategy and delivery in several key outcome areas e.g. planning, healthy communities, strategic housing, children's and adult services. These programmes also seek to improve council's leadership of these challenging agendas and are mainly targeted at senior managers and politicians.

The improvement work that the Agency undertakes with senior politicians and officers ensures that both the IDeA and the LGA is kept abreast of the challenges facing leaders in councils. This ensures that both improvement activity, and leadership development, is well informed.

The IDeA is also the sector's advisory and support body for workforce issues. This includes programmes assisting the sector with both talent management and organisational development. There is also a strong overlap between these activities and leadership development.

### **The LGA Group and Leadership Development**

The national component of sector improvement through leadership development is provided by two bodies, the IDeA and the Leadership Centre for Local Government, both are part of the LGA Group and each spend a proportion of "top sliced" RSG on leadership development.

### **The Leadership Centre for Local Government**

The LCLG focuses its resources on three main programmes:

*Civic Pride* – which works through the political parties to help politicians address difficult leadership challenges at the local level such as: coaching for leaders, cabinet development programmes, change of control support, political programmes evolved with the LGA group improvement boards and support with councillor recruitment.

*Leeds Castle* – a three module programme for selected chief executives and council leaders to expose them to the very best in leadership thinking nationally and internationally, thus developing them individually alongside the sectors capacity for leadership.

*Leading Places* – in 2008-09 the leadership centre will invest significant effort into building the sector's intellectual capital around leading places. This will involve working closely with a number of key localities and sub-regions to build the leadership capacity of all the authorities and agencies in that place around specific and immediate issues of local importance.

### **The Use of IDeA Resources**

The IDeA focuses over half of its RSG on a subsidy for attendance on two programmes:

- Leadership Academy
- National Graduate Development Programme

This clearly makes sense for the Leadership Academy where there is no other comparable provision in the market place and 500 councillors graduate through the programme every year. But for the NGDP, which provides only around 80 places a year, despite its excellent reputation, there is a need to find a way to make the scheme more efficient and part of a wider talent "pipeline" for graduate entrants that will address the succession planning challenges for top posts in the future.

Of the remaining RSG only £130K is spent on research and development to build the evidence base on leadership development in local government. The full range of current IDeA leadership development activity is set out at Table 1. All the remaining programmes are funded mainly from attendance fees with the design, commissioning and administration being funded from RSG.

### **Providers and Partners**

There is an extensive market of leadership development providers to the local government sector. The IDeA works with Ashridge and Warwick business Schools as well as SOLACE Enterprises and OPM as strategic partners. SOLACE Enterprises operates a range of compatible and duplicate leadership programmes on behalf of the sector.

The Agency devotes very little of the resources in its national leadership team to market intelligence and shaping this market (i.e. "market making"). We don't devote sufficient attention to collaborating with other providers and we have been largely absent in shaping the market on behalf of the sector. There are products in the market that are compatible with programmes we commission but we sometimes fail to collaborate with these.

In short, the IDeA has been content to co-exist with a market place that both competes with us and has gaps that are key for the sector.

### **Regional Improvement and Efficiency Partnerships and Local Authorities**

The RIEPs and local authorities will commission leadership development activity. Some of this work will be organised locally and regionally without any involvement of the IDeA. On other occasions, RIEPs will commission places through IDeA national programmes or commission the IDeA to design and deliver tailored programmes as part of a competitive process. Where this is tendered work we will

consider the role of the IDeA in responding to the individual requests, and may do so in collaboration with a commercial provider. The IDeA will also have a role to support and assist commissioning by RIEPs.

Through this strategy the IDeA will seek to ensure that its activities and programmes meet the requirements of the RIEPs so we enhance regional and local activity. We will also seek to support local authorities in their local commissioning of leadership development through sharing knowledge about best practice and providers.

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**Table 1 - Current IDeA Programmes**

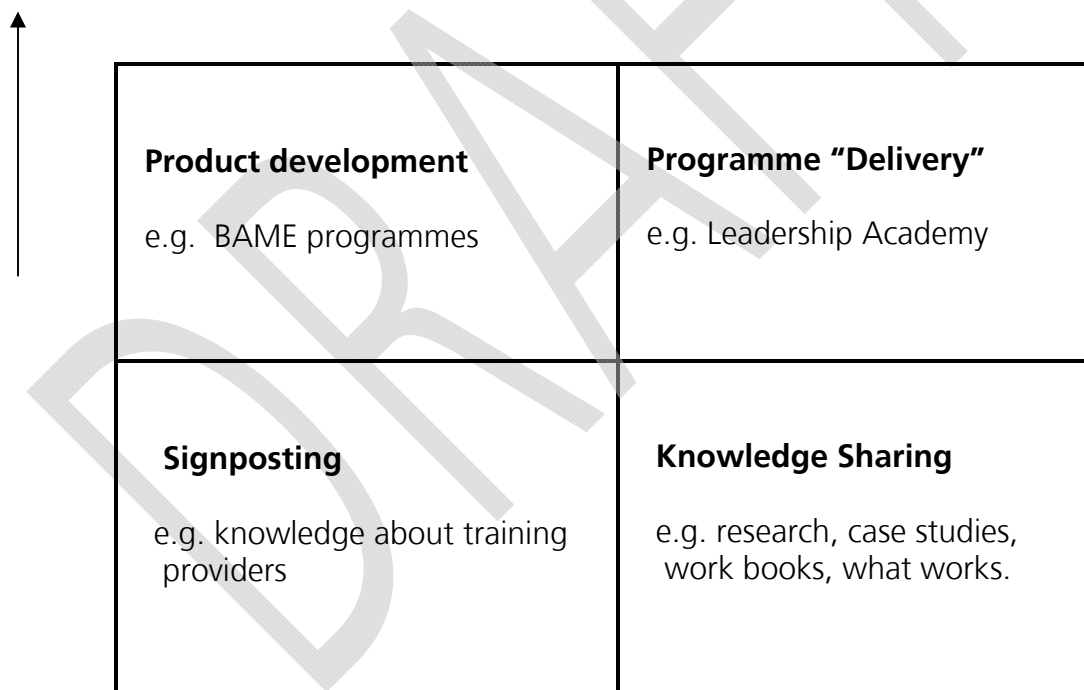
Programme	Description
<b>Leadership Academy</b>	A three module residential programme for political leaders run in partnership with two providers. Also specialist programmes on certain topics.
<b>Local Leadership Academy</b>	Tailored locally delivered training for councillors delivered by IDeA Consultants using core materials.
<b>Councillor Mentoring Programme</b>	Mentoring development for leading councillors delivered by specially trained peers (e.g. 1:1, political group) and managed by IDeA.
<b>Academy for Executive Leadership</b>	A three module residential programme for Chief executives and directors delivered in partnership with Ashridge Business School and SOLACE Enterprises.
<b>National Graduate Development Programme</b>	National graduate entry programme with Diploma provided by Warwick Business School.
<b>Future Leadership Programme</b>	A three <b>module</b> residential programme for middle and strategic managers run in partnership with Ashridge Business School and the Office for Public Management.
<b>Get Ahead Programme/Social Care Futures</b>	A four module residential Leadership programme for future black, Asian and minority ethnic leaders in social care – delivered in house.
<b>Leadership Research &amp; Development and knowledge on best practice</b>	Small budget, managed by the Programme manager with deliverables from externally contracted suppliers.
<b>Wider Councillor Support and information</b>	E.g. work books, councillor guide, councillor support guidance, ward walks methodology.
<b>Tailored leadership development to individual councils or groups of councils- top team work</b>	Design and delivery of bespoke leadership development/support to individual councils or groups of councils e.g. leadership team development, MBTI, TMS, visioning and priority setting, developing effective partner working, improving performance etc by Local Government Services. Delivered by IDeA consultants.

## 6. Principles for Future Provision

*This section seeks to identify the role that the IDeA can most usefully perform in the future to meet the leadership development needs of the sector, bearing in mind the contribution of regional bodies, councils themselves and providers in the leadership development market.*

The IDeA intends to focus on those areas that are vital parts of the national infrastructure for improvement and will work with the leadership development providers in the market to fill gaps in the provision of leadership development to the sector. The IDeA will, in effect, adopt a commissioning role on behalf of the sector by maintaining an up to date understanding of the leadership priorities for local government and comparing these with the capacity within the public sector, and the leadership development market, to meet these priorities. This will lead the IDeA to identify gaps and establish which of four roles it should adopt to help fill them.

**Gap in Provision**



**IDeA Legitimacy to Deliver/commission**

## **In future:**

- the IDeA will adopt a “market making” role. This will involve: understanding the leadership development needs of the sector, and then seeking to build a comprehensive range of provision to meet these needs by collaborating with the market.
- the IDeA will focus on its knowledge role, building an understanding of effective models of delivery and effective providers, the evidence base of leadership development and its impact on service delivery in order to share these within the sector.
- the IDeA will only provide or commission programmes which are consistent with its legitimacy to deliver - the “National Spine Role”.
- where there is suitable activity taking place at the regional level the IDeA will seek to add value to this work by working in partnership with RIEPs to ensure that this builds into a national infrastructure that can be accessed in all regions.
- where the IDeA Leadership and Talent Service takes on the national “Programme Delivery” role it will generally consider outsourcing as the delivery model most likely to secure value for money.
- where the IDeA delivers bespoke top team work with councils, or groups of councils, it will consider working in partnership with commercial providers where there is a mature market for elements of programmes

## **“Market Making”**

The strategy envisages the IDeA adopting a new “market making” role which is about collaborating with the leadership development market by encouraging providers to: fill gaps, better align programmes so they complement each other; and amending content and objectives to meet our understanding of the sectors needs.

We will achieve this through a range of approaches including:

- joint branding
- joint marketing to the sector
- setting standards and guidance for the sector so local authorities seek compliance with these from providers
- maintaining intelligence and information on providers that is shared by and with the sector (the “Amazon” of local government leadership development)
- preparing framework contracts of providers who meet our specification for working with councils
- advising councils on the suitability of providers

The IDeA will build on the work the Leadership Centre for Local Government has undertaken on procurement of leadership development services and a leadership development database

Leadership Activity Commissioned by the IDeA in future should be based on the following design principles:

- I. **Leadership development programmes should be built on evidence of the effectiveness of programmes.** There is very little evidence on effective leadership development in local government and the impact of leadership development on outcomes. We need to build this evidence and ensure that programmes reflect it.
- II. **We need to link leadership development to talent management and succession planning to ensure the best return on investment.** It should not be assumed that all people in leadership positions improve their skills through some form of development, therefore leadership development should be targeted.
- III. **We will focus more leadership development activity on building collective capacity of leadership teams, especially cross Agency, as well as building the leadership capacity of individual leaders.** Individual leadership capacity and skills will remain important but the collective leadership capacity of teams of leaders, especially across public services, is increasingly important
- IV. **Leadership development opportunities will be offered for both managerial and political leaders, separately, and together.** Leadership capacity will be enhanced by capitalising on enhanced working between managerial leaders and political leaders.
- V. Leadership development should not focus narrowly on local government and local government people, but should increasingly take place across sectors, public, private and the third sector. **The IDeA will seek to collaborate with other national public sector leadership bodies to promote shared leadership development across the public services.**
- VI. **Leadership development will be designed to be compatible with, and enhance, leadership related work undertaken by the IDeA as part of its sector led improvement activities and specialist programmes.**

## 7. Proposals for the IDeA Offer in the Future

*We have used the priorities for leadership development and the gaps in current provision set out in section 4 to construct the proposals below. These proposals set out how current programmes will be adapted and new leadership development activities developed.*

### 1. Commissioning and Market Making

The IDeA will develop the following approaches:

- **Market management/Intelligence** – create a web based virtual catalogue of leadership development providers which captures information from local authorities of their assessment of their experiences with providers. It will be built into IDeA Knowledge.
- **“What works”/knowledge sharing** – original research, gathering case studies, web based dissemination, publications. IDeA will seek to become a centre of knowledge on effective leadership development in local government, and provide advice on measuring return on investment and impact assessment. It will be built into IDeA Knowledge and will also involve collaboration across the public sector.
- **Formal leadership development programmes for managers** – the IDeA will primarily adopt a market making role – through national specification, standards, effective practice, provider database, joint branding, and joint marketing. There will be no direct national provision or commissioning by the IDeA.
- **Future Leadership Programme** – This programme will be “floated off” into the market place, without any RSG input, and we will seek to sustain it through joint branding and market management.

### 2. Filling the Gaps

The IDeA will develop the following:

- **Talent Management/succession planning for officers** – collect and disseminate a body of knowledge and tools to support senior managers to identify and develop talent and plan for future gaps in senior posts. Build on LG Talent to further develop web based talent pools. This will include a focus on seeking out talent in groups under represented in senior posts.
- **Joint NGDP/Fast track programme** – a one off weekend gathering of graduate entrants and young councillors exploring working across the political managerial interface to help improve skills for working at the officer/councillor interface at an early stage in careers
- **Cross public service leadership of place for middle managers**, possibly jointly with NPIA and NHSII – through a strategic partner to develop an offer that works with teams in their locality to build collective leadership capacity including ability to engage with communities e.g. teams involving Head of Neighbourhood Policing Team, Head teacher, District Children’s Services

manager, Ward Councillor/Area Committee chair, PCT district manager etc. This will build on the Leeds Connect project for children's services in the city of Leeds.

- **Officer Mentoring** – explore a joint programme between Regional Employers and PCH to develop a pool of senior officers in each region providing free, officer to officer, mentoring within the sector, with PCH arranging exchanges between regions, when requested, in order to form a national system operating through regional pools.
- Create a **“Virtual” Career College for Chief Executives and Directors** by pooling and jointly branding, the IDeA Academy for Advanced Executive Leadership Programme with the Leadership Centre's Leeds Castle Programme, and key programmes from other providers, such as SOLACE Enterprises. This would lead to the creation of a matching suite of leadership programmes, marketed jointly to councils, encompassing induction programmes, intensive programmes, and continuing professional development. This would be marketed to councils as an integrated offer delivered in collaboration with key providers in the market place and the Leadership Centre for Local Government.

### 3. Changes to Existing Programmes

The IDeA will maintain and develop the following programmes

- **Development of Councillors** – we will provide a “cradle to grave offer” comprising: Leadership Academy (councillors in senior positions) Fast Track (young councillors), BAME Leadership Academy, Specialist Leadership Academies (e.g. Strategic Housing, Healthy Communities) new programme for new Entrants of High potential, councillors guide, local workbooks, CoP, councillor support checklist/sounding board, political assistants programme, new post leadership academy CPD, councillor mentoring, a new single Leadership Academy module on appointing chief executives and directors. We will seek to stimulate market entry to these programmes.
- Review the Leadership Academy 50% subsidy – this consumes £439K of RSG. Explore the scope to shift more of the cost to local authorities, and encourage market delivery, over time to free up RSG to invest in other parts of the strategy including developing the market for political leadership development and expanding the evidence base on effective development for political leaders.
- **Graduate Entry Scheme** – we will explore how we could use the NGDP resources more efficiently through modifications to the programme and further outsourcing, in order to widen the focus to more graduates and link the scheme more firmly into a wider talent pipeline to senior posts. We will also explore linking up across the public sector to improve the richness of learning. In this way the “reach” of the programme can be extended.
- **Programmes for Under-represented Groups** – we will continue to run programmes which fill gaps in the short term, but stimulating the market to fill these gaps in the medium term. This will be built into the expanded talent management/succession planning activities.

- **Top Team Development** – There is a spectrum of top team work ranging from brokering relationships to longer term formal leadership development programmes. The Agency will continue to engage with top teams by offering support and development through a combination of peer input, sharing best practice and evidence, signposting to providers, project design and delivery through IDeA Consultants. The IDeA will continue to foster strong links with individual councils and groups of councils to cascade practice and share knowledge across the sector by working at the corporate centre.
- **Local Leadership Academies** – we will focus on developing materials and delivery models and supporting councils to access providers to deliver training where there is a mature market and this is the preferred option for the council. Some level of direct provision will enable the agency to maintain its knowledge base on this area of work.
- **Research and Development** – further develop arrangements for the assessment of impact and return on investment of IDeA programmes.

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## 8. Next Steps

*In order to implement this strategy we need to take the following steps*

- Establish an external reference group to help steer through the changes including chief executives, politicians, CLG, providers, PPMA and the Leadership Centre for Local government
- Map out in detail how the proposals above can free up RSG invested in current programmes to invest in proposed new activities and set out a new plan for the use of RSG
- Map out in detail what is required to develop the proposed new activities, in particular: market making, knowledge management with regard to providers and best practice, and building the evidence base
- Working with the Leadership Centre for Local Government, agree a joint plan with the Leadership Centre to transfer the knowledge and data base assembled by the Leadership Centre on providers and procurement and build on the Centre's work on building the evidence base on effective leadership development
- Produce a new three year research and development strategy which increases Leadership Research & Development activity and capacity within the IDeA to better assess effectiveness of leadership development programmes and return on investment
- Conduct a review the staffing skills and other resources required to deliver this strategy
- Produce a full, detailed, implementation plan and identify implementation resources and a programme board to oversee implementation

# Appendix – Stakeholders and Partners Consulted

## 1. Providers Consulted

Warwick Business School  
Ashridge Business School  
Andy Holder Associates  
Helen Dawson  
Real World Group (Beverly Alimo-Metcalfe)  
Paul Wheeler (Political Skills Forum)  
Jo Sylvester  
Office for Public Management  
SOLACE Enterprises  
George Smalling Associates  
Anjali Ayria Associates  
National and Regional Lead Peers

## 2. National and Regional Bodies Consulted

Leadership Centre for Local Government  
Local Government Employers  
Local Government Information Unit  
Social Care Institute for Excellence  
National Police Improvement Agency  
National School of Government  
National College for School Leadership  
National Association of Local Councils  
Councillor's Commission - Jane Roberts  
Communities and Local Government Department  
Regional Employers  
NHS Institute for Innovation and Improvement  
New Local Government Network  
SOLACE  
Public Sector People Managers Association