

<b>Correspondence Report For Decision</b>	<b>9 May 2018</b>
<b>Corporate Policy and Resources Committee</b>	

<b>Linkage to Council Strategy (2015-19)</b>	
<b>Strategic Theme</b>	Leader and Champion
<b>Outcome</b>	Establish key relationships with Government, agencies and potential strategic partners
<b>Lead Officer</b>	Director of Corporate Services
<b>Cost:</b> (If applicable)	£850 per participant

<b>1</b>	<b>NILGA Leadership Programme for Elected Members - Institute of Leadership and Management (ILM) Level 7 Award Developing Strategic Leadership Capability (9 May 2018)</b>	<b>Download</b>
	<p>Correspondence has been received from NILGA, who are offering Causeway Coast &amp; Glens Borough Council, Derry City &amp; Strabane District Council and Fermanagh and Omagh District Council the opportunity to avail of the ILM Leadership Programme. The Programme has been designed to assist Councillors to develop the strategic skills to make informed decisions and enhance their personal brand.</p> <p>Six Modules will be delivered from June 2018 to December 2018.</p> <p>Cost for an individual participant on the Leadership Programme, (subject to numbers and assuming a cohort of 15), is approximately £850 per Elected Member.</p> <p>Should any participant opt to receive ILM Accreditation, NILGA will meet the additional cost of £700 (subject to uptake).</p> <p>Members will recall that following a Training Needs Analysis and presentation of Draft Action Plan, Council, agreed the action plan and additional budgetary provision in Year 4 (2018/19). The Training Needs Analysis recommended accredited learning as part of Elected Member development.</p> <p><b>It is recommended</b> that Council considers nominations to the ILM Leadership Programme at a cost of £850 per Elected Member (subject to NILGA's cohort being reached).</p>	<p><a href="#">PDF</a> <a href="#">Click here</a></p>



## **NILGA Leadership Programme for Elected Members**

**9<sup>th</sup> May 2018**

## **Overview and approach to modules**

The modules will be based on a three-dimensional way of ensuring the ideas “land” with participants.

The modules on this unique Leadership Programme have been designed to assist councillors in Northern Ireland to develop the strategic skills to make informed decisions and enhance their personal brand.

The approach to the Leadership Programme is practical and is grounded on a three-dimensional approach that engages participants in embedding new ideas that will enhance their effectiveness as a councillor.

### **1. Theory**

All the models and concepts are relevant to the challenges faced by councillors. We are not expecting all councillors to want to fully understand the evolution and provenance of the ideas we will use. However, all participants will be signposted to short summaries of the ideas we will be using. This is not a theory based programme. The Institute of Leadership and Management Level 7 Award allows participants to identify and work on areas of leadership specific to their own work context and of relevance.

### **2. Practice**

The focus of the Leadership Programme is on putting the learning into practice. We will use some of the theoretical constructs to assist councillors to explore the real practical issues that they are expected to address.

### **3. Implementation**

At the end of each of the sessions we will have a half hour session with councillors from each Council. In that session we will be looking at what councillors might do differently on their patch as a result of their learning.

## **Broader approach**

The overall approach to the delivery of the Leadership Programme is based on a model that has been used to successfully underpin councillor development in Northern Ireland and across GB. The model enables councillors to take a strategic approach to topical issues such as effective use of negotiation as a community leader. We will illustrate the application of the model on problem solving through using case-studies on other councils in England and Ireland. We will use models such as this to introduce new thinking and to assist councillors to act differently in response to the problems they face.

## **Assessment for Level 7 Award Developing Strategic Leadership Capability**

The Assessment has been specifically designed to underpin the approach to learning based on the theory, practice and implementation model.

The Assessment for the Leadership Programme will involve demonstrating how the learning has been contextualised and applied in terms of the leadership challenges the 21<sup>st</sup> Century Councillor face in their respective Councils.

Assessment will be based on councillors analysing their own specific context through using relevant models and tools and applying them to gather information that will enable them, their Party and the council to more effectively tackle the challenges they face. The final part of the assessment will include summarising the actions taken and the impact.

### **Assessment One**

This part of the assessment will be assessed through councillors preparing and presenting a twenty - minute presentation that can either be presented individually or in groups. The participant will select the content of the presentation around the theme of leadership and their role. The verbal presentation and the slides or other visual aids used will be assessed.

### **Assessment Two**

Completion of a learning journal at the end of each session detailing reflection on learning from the content of the session, from peers and from putting the learning from the course into practice. A proforma will be provided to each councillor and they will receive guidance on how to complete the learning journal. The journal will demonstrate how the councillors have assessed their own capabilities and used the learning to become more effective in their role.

As part of the ILM accreditation requirements, feedback will be provided on a face to face basis at the end of each session on the two assessment pieces. Advice, support and feedback will also be provided through email and or telephone.

## Module 1 – Identity and Place and Institute of Leadership and Management induction

**Date: 11<sup>th</sup> June 2018, 2.00 to 4.30pm, venue tbc**

Delivered by: Joe Simpson and Dorothy McKee

Content :

A contextual introductory module that will set the scene and cover ILM accreditation

- Introduction to the Leadership Programme and the facilitators

Covers the participants' own objectives, and how the Leadership Programme content will be tailored to meet their needs.

- Overview of the Leadership Programme aims and content

Negotiates individual and group "buy-in" to the Leadership Programme.

- Induction to ILM and approach to enquiry-based learning and development

Broadens understanding of the learning and assessment objectives.

- Self-awareness and leadership and Emotional Intelligence

Key skills required for leadership, particularly systems leadership.

- Leadership context capabilities and challenges for councillors

Building on Councillors' existing skills base in this area.

- Models on identity

Providing a framework for skills around identity.

- Place based leadership – knowing your place and contextualising leadership

Making the most in your area.

- Review of learning completion of learning journal

Enabling learning and feedback delivery.

- Facilitated discussion
- Self-assessment tools
- Tools for development planning
- Case studies
- Workbook on contextualising the learning to own area
- Completion of reflective journal

**Learning Outcomes**

Be able to contextualise leadership in the context of people, place and politics and to shape political visions

Be able to articulate the challenges and capabilities needed to lead in the context of their local community and in NI.

Understand how to use personal reflection to enhance personal leadership

## Module 2- Leadership of Place

**Date: 13<sup>th</sup> August 2018, venue tbc**

Delivered by: Joe Simpson and Dorothy McKee

Content :

Using the context identified in module one this skills-based session will focus on the unique skills involved in local leadership and representation

- Feedback on the analysis of leadership needed for the 21<sup>st</sup> century councillor

The changing role of a councillor – and future demands on how that will change further.

- Skills needed to scrutinize, challenge, regulate, monitor

The session integrates the seven key competencies which are desirable for councilors to have, and how they embody the distinctive needs of leadership in Northern Ireland:

- Local Leadership and representation,
- Partnership working (internal/external),
- Political Understanding (government / public services in and external to Northern Ireland)
- Scrutiny and Challenge,
- Regulating and Monitoring,
- Effective Communication; and
- Personal Resilience.

These themes are built upon in this module and returned to in subsequent sessions.

Looking at the interaction between key skills.

- Examples from other local authorities sharing experiences with other elected representatives

Drawing relevant experiences from comparable contexts.

- Role plays on putting the skills into practice

Putting theory into practice.

- Summarising approaches to leadership applicable to context of the councillor

How the councillor's role – and leadership requirements – are unique.

- Identifying the areas for skills development and the best approaches

Tailoring development to councillors' needs.

- Review of learning completion of learning journal

Update.

## Delivery Mechanisms

- Facilitated Discussion
- Group work
- Role Play
- Work book and exercises
- ILM Learning Zone
- Discussion Forum
- Completion of reflective journal

## Learning Outcomes

Becoming part of learning community and sharing experiences with others on how to become an effective leader for the local community

Able to confirm how personal or organisational development should be taken forward individually or organisationally.



## Module 3 Adaptive Leadership

**10<sup>th</sup> September 2.00 – 4.30pm, venue tbc**

Delivered by: Joe Simpson and Dorothy McKee

Content :

- The personal challenges of working as a 21<sup>st</sup> century councillor in NI

Building on councillors' experiences.

- Systems and Change

Using models effectively to deliver lasting change.

- How to adapt to the challenges and to manage self effectively
- Working effectively with colleagues
- Adaptive leadership encompassing working with politicians of different political/ideological/cultural persuasions and working collaboratively with a multitude of partners.
- Forging shared goals and shared interests, to bridge divides for the benefit of a locality

Working with theories of adaptive leadership.

- Emotional Intelligence profile and adapting style

Using models to refine and develop your own leadership style.

- Personal resilience and mental toughness

Building up each councillor's resilience to work more effectively for their constituents.

- Adapting your approach to leadership to the challenge faced

Refocusing adaptive leadership.

- Negotiating and influencing

The differences, and requirements, of these key skills, and putting them into action.

- Identifying the areas for skills development and the best approaches

Leaving councillors better prepared to tackle their own skills development.

- Review of learning completion of learning journal

Update.

## Delivery Mechanisms

- Facilitated Discussion
- Group work
- Workbook exercises
- The Emotional Intelligence Questionnaire
- ILM Learning Zone
- Discussion Forum
- Completion of reflective journal

## Learning Outcomes

Understanding how to develop, maintain and use relationships effectively and to provide leadership at organisational, political and community level.

## Module 4 – Understanding Citizens and Voters

**8<sup>th</sup> October 2018, 2.00 -4.30pm, venue tbc**

Delivered by: Joe Simpson and Dorothy McKee

Content :

- Political understanding of the bigger picture

The changing landscape – and councillor requirements – in the ongoing absence of a Northern Ireland Assembly, the rise of the devolution agenda, and the implications for the changing role of local government. In particular, building upon both existing and evolving devolution settlements, to deliver local government's increased role.

- Demographic trends, changes and future needs – the people we serve

Understanding constituents and constituencies, seeing them through different lenses, to be able to serve them more effectively and signposting councillors to useful sources of information.

- Power Mapping

An exercise designed to help maximise your ability to wield influence across communities.

- Psychographics and Values Sets

Demographics versus Psychographics as determinants; how psychology and values sets influence individuals and communities; and the limits of this approach.

- Review of learning completion of learning journal

Update.

Delivery Mechanisms

- Facilitated Discussion
- Group work
- Workbook exercises
- Completion of reflective journal

Learning Outcomes

Be able to contextualise leadership in the context of people, place and politics and to shape political visions and plans

To be able to investigate the relevance of leadership data gathered from a variety of sources to meet the needs of the community and constituents.

## Module 5 – The Power of Persuasion

**12<sup>th</sup> November 2018, 2.00-4.30pm, venue tbc**

Delivered by: Joe Simpson and Dorothy McKee

Content :

- Context: Planning and Community Planning case study

The skills of the workshop will be delivered through the lens of how Planning and Community Planning are testing community leadership in Northern Ireland in very different, non-traditional ways. The workshop will consider the role of the councillor within these new frameworks and structures; and how councillors can effectively mobilise their powers of persuasion to be effective community leaders in this environment.

- Public Narrative

A workshop around the development of this key skill in convening and mobilising communities around shared visions and objectives.

- Evidence of application of negotiation skills and use of emotional intelligence

Advanced skills workshop in this area.

- Leadership and strategic partnership working – internally and externally

Moving beyond simple stakeholder negotiation, towards effective strategic partnerships, in challenging environments.

- Boundary-spanning and the skills needed to take the lead on the implementation of a Community Plan

Advanced skills workshop in this area.

Delivery Mechanisms

- Facilitated Discussion
- Case studies
- Group work
- Workbook exercises
- Completion of reflective journal

Learning Outcomes

Demonstrate how engagement with the course has impacted on thinking on leadership in a political environment.

Evaluate the impact of use of EQ (emotional intelligence) and negotiation skills.

## Module 6 – Developing Your Leadership Narrative

**10<sup>th</sup> December 2018, 2.00 – 4.30pm, venue tbc**

Delivered by: Joe Simpson and Dorothy McKee

Content :

- Public Narrative continued

Further development workshop of the key “Public Narrative” skills from the previous module, and their effective deployment in bringing communities together.

- Pulling all the themes together

What does the 21<sup>st</sup> century councillor toolkit look like? How do you combine all that you have learned?

- Linking big picture themes to your locality

Session bridging theory and practice.

- Delivering in the community

Focusing on the needs of your community, and what you take back from this programme.

- Using the learning from the Leadership Programme to bring about change

Focusing on delivering effective, sustainable change.

- Preparation of presentation

Part of final assessment.

- Review of learning completion of learning journal
- Part of final assessment.

Delivery Mechanisms

- Facilitated Discussion
- Group work
- Workbook exercises
- Completion of reflective journal

Learning Outcomes

Communicating the impact of the Leadership Programme on leadership at a personal, council wide and community level.

**Costings estimate**

The cost for an individual participant on the Leadership Programme, subject to numbers but assuming a cohort of 15, is approximately £850 per person.

Additionally, should any participant opt to receive ILM accreditation, again subject to numbers but assuming a cohort of 15, is approximately £700. If cohorts were larger, this would have scope to significantly reduce costs.