



LGTG & LAUNCH OF THE LEADERSHIP ACADEMY AND COACHING & MENTORING NETWORK

Stephen Reid

Chair LGTG and

Chief Executive, Ards & North Down BC



The Local Government Training Group

The past, present and future

The Launch of the Leadership Academy
and Coaching and Mentoring Network



The Local Government Training Group

Established in 1993

Reconstituted in 2010

A Council shared service for learning & development
and capacity building

Oversight from the LGSC



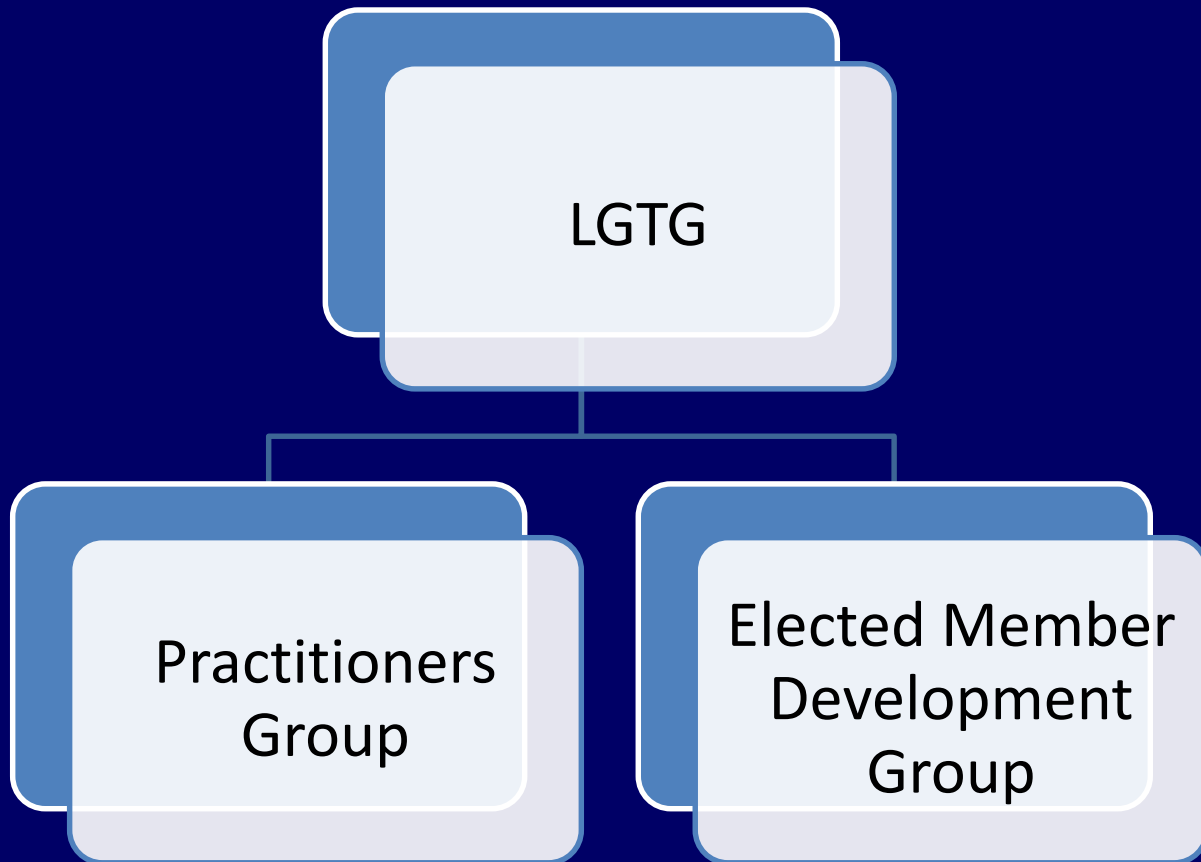
Role

'Promoting or assisting the development of, or providing, facilities for the training of officers'

To assist in the identification of training needs

To facilitate the planning, implementation and evaluation of training programmes

To assist in the development and allocation of resources





Local Government Training Group

Solace (2) – Chair

Practitioners Group (1)

Belfast CC (1)



Practitioners Group

- 1 Senior L&D Rep from each Council

Elected Member Development Steering Group

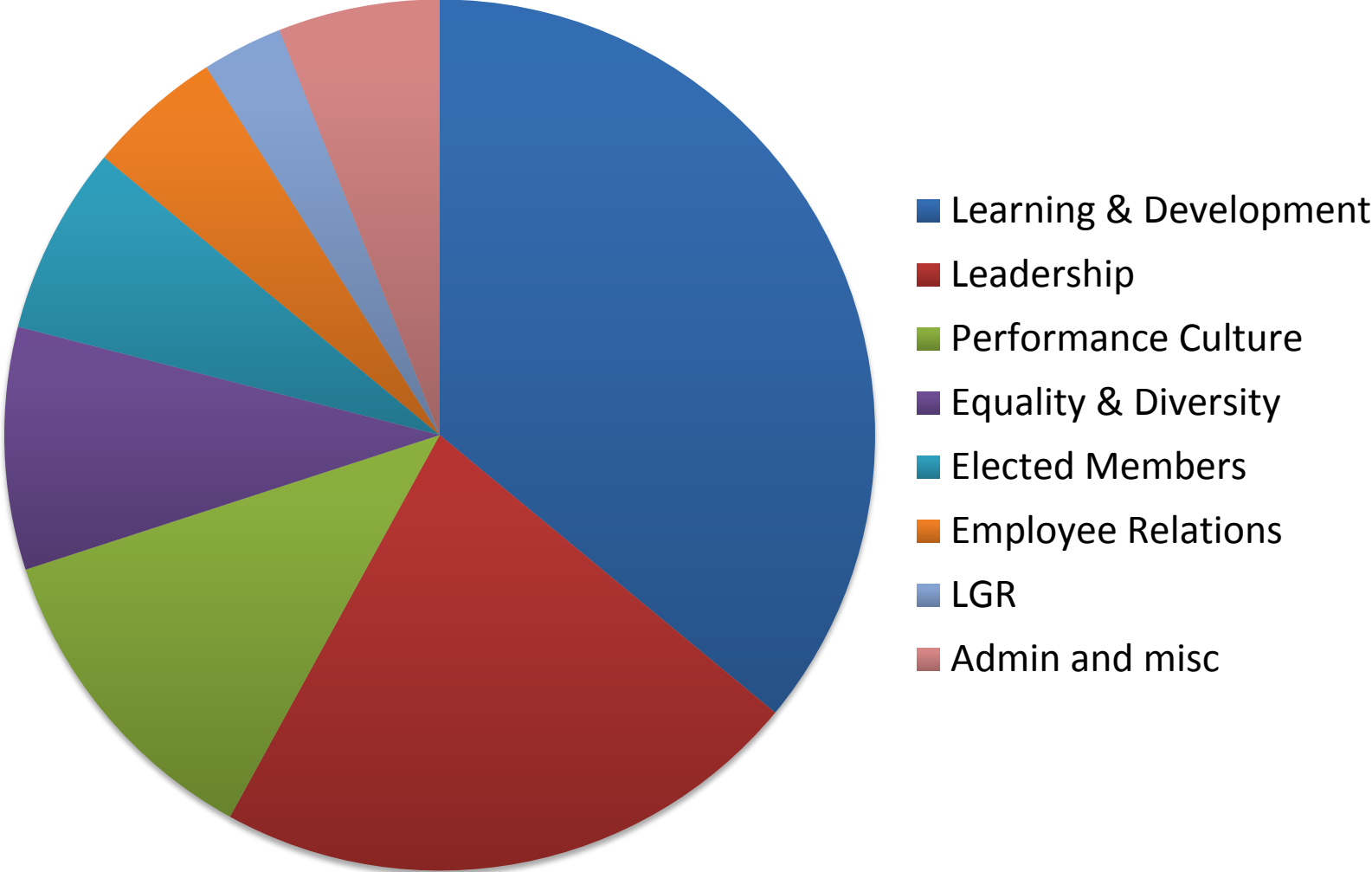
- 2 from the NAC
- 2 from the NILGA



LGSC – Secretariat

Expenditure - Currently 660k pa
before income

Budget Breakdown





The Future ?

Short Term – smooth transition and continuity

Medium Term – Review and consult



Transitional Model post April 2017

Solace Recommendation

Facilitating or Host Council

- Administrative support
- Professional support
- Financial management

Maintain strategic and operational structures

Review and consult on model for future shared service for learning and development



Leadership Academy for Local Government

Coaching and Mentoring Programme



The Local Government Staff Commission
for Northern Ireland



Local Government in Northern Ireland

**People and Organisation Development
Strategic Framework and
Integrated Implementation Plan**



Leadership and Talent Management

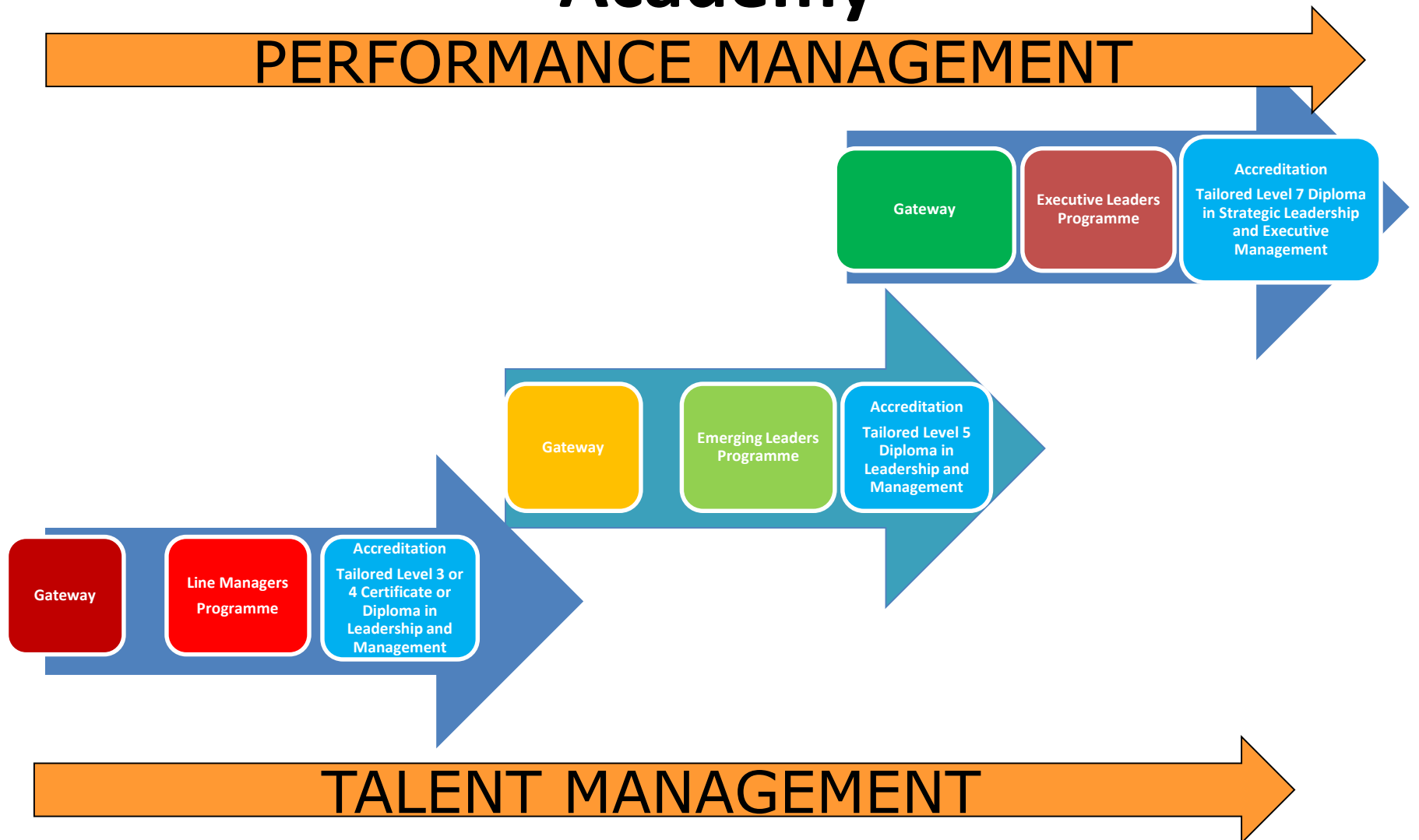
Leadership Academy for Local Government

Underlying Principles

- A unified but flexible framework that is relevant to the 11 new Councils
- Shared learning and projects that can be applicable across Councils
- Assessment and accreditation process that confers eligibility for roles across Councils and is accredited locally
- Development of leadership at all levels is the central concept
- Self awareness is crucial for leaders at all levels
- Coaching and mentoring
- Accredited and funded by the Local Government Training Group

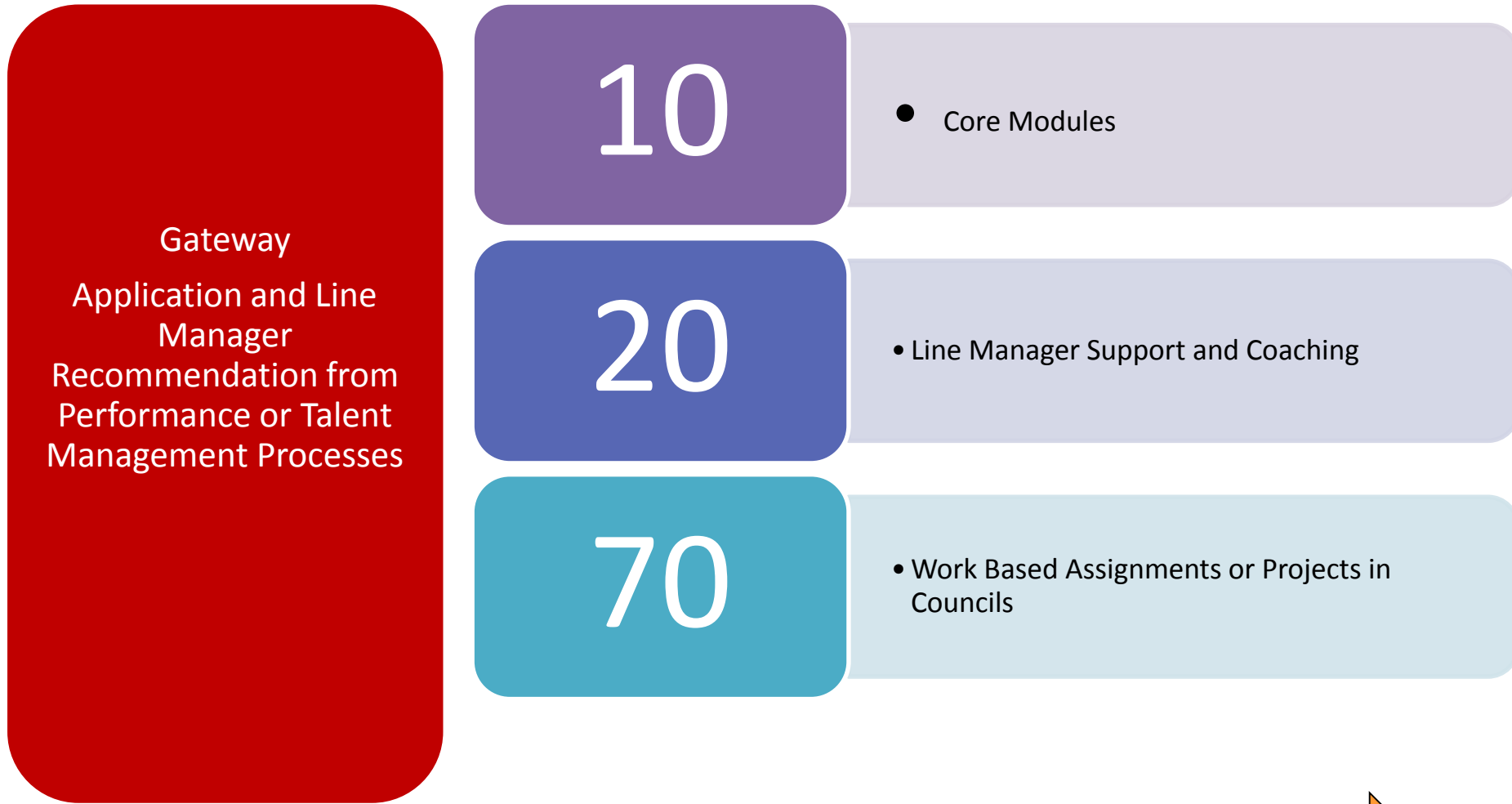
Developing Leaders: Local Government Leadership Academy

PERFORMANCE MANAGEMENT



TALENT MANAGEMENT

Level One – Line Manager Programme



Self Awareness Level One

Level Two – Emerging Leaders Programme

Gateway

1. Application and Line Manager Recommendation from Performance or Talent Management Processes
2. On Line Knowledge Assessment
3. Development Centre to assess competence and leadership potential

10

- Core Modules
- Guest Speakers and networking events with executives from other Councils and other organisations

20

- Support and Mentoring from executives from other Councils or Local Government experts
- Action Learning Sets with participants from across councils

70

- Work Based Assignments or Projects across councils

Self Awareness Level Two



Level Three – Executive Leaders Programme

Gateway

1. Application and Line Manager Recommendation from Performance or Talent Management Processes
2. In depth Executive Development Centre including 360 Reputation Assessment, Psychometric Profiles to assess competence and executive leadership potential

10

- Master Classes with Local Government and Leadership Expertise

20

- Guest Speakers and networking events with executives from across the sector
- Team Coaching
- External Executive Coaching from coaches with Local Government experience

70

- Work Based Assignments or Projects across the Sector

Self Awareness Level Three

The Way Forward



**Utilise
Framework
and Design
Programmes**

**Pilot
Programmes
and Evaluate**

**Review and
Plan Roll Out**



Implementation Plan for a Coaching and Mentoring Programme for the 11 Councils



Context

- Leadership Academy
- Performance Culture
- Ad hoc coaching and mentoring
- TEO/UU gender equality research indicated importance of formal mentoring in enabling career progression



Coaching culture

Coaching is the predominant style of managing and working together, and where a commitment to grow the organisation is embedded in a parallel commitment to grow the people in the organisation

(Clutterbuck and Megginson, 2005)



Coaching/Mentoring:

- Internally within their own council
- Externally to one of the other 10 councils
- Externally to the wider public sector



Types and contexts of coaching and mentoring

Leadership Academy

- 70-20-10 model (Morgan McCall)
- Line Managers Development Programme
 - Line manager support and internal coaching/mentors (performance and professional)
- Emerging Leaders Programme
 - Coaching and mentoring from executives in other councils (performance, professional and peer)



Leadership Academy (contd)

- Executive Leaders Programme
 - Executive coaching/mentoring from external coaches/mentors (executive and performance)
 - Team coaching (peer)
 - Opportunity to develop their own coaching and mentoring skills





Evaluation and measures of success

- Soft measures eg positive feedback, behavioural change
- Longer term – retention, absence, promotion
- Continuing professional development
- Equality and diversity – matching process



Next Steps

- Approval and 'buy in' agreed by Solace
- Procurement exercise for trainers completed
- Leadership Academy - 4 pilot Councils agreed and working together
- Coaching / mentoring – course 1st December
- Refresher and Taster courses in January