

The LLG Inspire Programme

November 2023 to October 2024



A programme providing structured development opportunities for the next generation of monitoring officers, enabling them to evidence skills and experience when seeking promotion.

LLG Inspire Programme 2023

Do you aspire to be more? LLG Inspire can take you from lawyer to legal leader

Moving up in your career in local government can be challenging the higher up the structure you rise. At lower levels, progression from junior lawyer to principal is attainable with sheer hard work overtime but securing that move from lawyer to leader can be hard.

Why? Firstly, both the mindset and the skills required for leadership are different to those required for law. As a consequence, lawyers need to prepare themselves to make that move. So how can you develop skills, seize opportunities, and learn how best to deal with the challenges and opportunities of leadership?

One of the hardest things about making the transition to Monitoring Officer, Head of Legal, or Director is letting go of the day job. As an excellent lawyer you feel ready for promotion, but your next role will require you to do less law and more management, and will instead focus on strategy, operational performance, relationships and high-level decision-making. You may have seen great role models of legal leaders on your journey - what attributes do they have that you are yet to acquire?

Preparation is everything - LLG Inspire gives you the opportunity to prepare for that move in advance, to learn as much as you can about the scope and responsibilities of the role and develop the skills you need to fulfil it. You will learn about strategy and business planning, finance and the management of business relationships. Alternatively, if you are new in a senior role, it assists in

learning the required skills and bedding in good habits, whilst providing a sounding board to discuss issues and opportunities.

Programme Learning Modules

The programme has 10 modules and each module has a number of sessions which are a mixture of recorded learning and in person meetings which will be run via Zoom.

The modules will be released in stages throughout the 12 month learning period providing the opportunity to work at your own pace through the module whilst learning alongside colleagues and utilising the network of the 2023 cohort.

An Audience With: Each module will include a live meeting with a range of people from the local government environment. These will be an interactive meeting which give you the opportunity to chat through that current learning topic and relate this to workplace situations.

Module 1: An Introduction to Leadership and Governance

The first module will begin with an in-person day of introductions to the programme and to all Inspire colleagues. This will be at the Governance Conference being held at the Mercure St Pauls Hotel in Sheffield on Friday 10 November 2023. All Inspire delegates will join the Governance Conference for the full day, an ideal opportunity to meet your Inspire colleagues and those attending the conference, senior lawyers as well as Monitoring Officers, Deputy Monitoring Officers.

1.1 Introduction	Live	Deborah Evans, LLG CEO
1.2 The strategic role of Governance and Scrutiny	Video	Jacqui McKinlay, formerly Chief Executive CfGS and currently Chief Operating Officer Liverpool City Council
1.3 Practical Leadership & Governance	Video	David Carter, formerly Warwickshire County Council
1.4 An audience with Maisha Patel: An introduction to becoming an inclusive leader	Live	Manisha Patel, LLG Non-Executive Director for EDI

Module 2: Working with External Stakeholders Part 1

Building strong and lasting business relationships

2.1 Building business relationships	Video	Andrew Shufflebotham
2.2 An introduction to stakeholder management	Video	Andrew Shufflebotham
2.3 Engaging with your audience	Video	Andrew Shufflebotham
2.4 Personal resilience and holding your own	Video	Andrew Shufflebotham
2.5 An audience with ... Including Communication in the workplace and Dealing with 'difficult' situations	Live	Andrew Shufflebotham

Module 3: Strategy skills, understanding finance

3.1 A legal perspective of local authority finance	Video	David Carter, formerly Warwickshire County Council
3.2 The role of the Section 151 Officer	Video	Andrew Burns, CiPFA
3.3 An audience with: John Austin, Chair of ADSO	Live	John Austin, ADSO, Wednesday 24 April (pm)
3.4 Local Authority Finance Scrutiny , the essentials with Artemis Kassi	Live	24 May 2024 10.30 – 15.45 LLG training course

Module 4: Leadership and Governance Part 1

Building and leading successful teams and projects

4.1 Lawyers as leaders	Video	Andrew Shufflebotham
4.2 Building a high performing team	Video	Andrew Shufflebotham
4.3 Leading a team day to day	Video	Andrew Shufflebotham
4.4 Leading projects and deals	Video	Andrew Shufflebotham
4.5 Projects & deals : A how to guide	Live	Andrew Shufflebotham
4.6 Presenting with confidence, a starter for 10	Live	Andrew Shufflebotham
4.7 An Audience with: LLG Leadership Conference	Live	19 April 2024 09.30 – 16.00 online LLG training conference

Module 5: Strategy Skills

Understanding local authority structure and governance Part 1

5.1 Members & Officers, the basics	Video	Bethan Evans
5.2 Statutory Officers, roles and duties	Video	Bethan Evans
5.3 Standards and Politics	Video	Bethan Evans
5.4 Values, skills and top tips	Video	Bethan Evans
5.5 Getting the promotion	Video	Hannah Cottam, Sellick Partnership
5.6 An Audience with Bethan Evans	Live	Bethan Evans

Module 6: Leadership and Governance Part 2

Solution based thinking and making things happen

6.1 Moving from 'no' to 'yes'	Live	Andrew Shufflebotham
6.2 Building respect	Video	Andrew Shufflebotham
6.3 "The great protector"	Video	Andrew Shufflebotham
6.4 Getting to a solution	Video	Andrew Shufflebotham
6.5 "Choppy waters": Navigating difficult solutions	Video	Andrew Shufflebotham
6.6 How to stand your ground, politely but effectively	Live	Andrew Shufflebotham
6.7 An Audience with	Live	TBC

Module 7: Leadership Skills

Conflict resolution and disputes, complaints handling

7.1 LGSCO Best practice in complaints handling	Video	Alan Park, LGSCO
7.2 Conflict resolution, a Monitoring Officers perspective	Video	Helen Bradley, Monitoring Officer at Durham Council
7.3 Roles and responsibilities of a Monitoring Officer	Live	Bethan Evans
7.4 Building resilience	Video	Amardeep Gill, Trowers & Hamlins
7.5 An audience with a politician	Live	LGA

Module 8: Working with External Stakeholders Part 2

Making and retaining valuable business relationships

8.1 External advisors: What do you need?	Video	Andrew Shufflebotham
8.2 The dreaded panel review process	Video	Andrew Shufflebotham
8.3 Price versus value	Video	Andrew Shufflebotham
8.4 The new panel: Monitoring, measuring, improving and changing	Live	Andrew Shufflebotham
8.5 "Value adds": Understanding their true value and making the best of them	Video	Andrew Shufflebotham
8.6 Fees: A runaway train?	Live	Andrew Shufflebotham
8.7 An Audience with:	Live	

Module 9: Strategy Skills

Understanding local authority structure and governance Part 2

9.1 The Current context for member/officer relations	Video	Bethan Evans
9.2 Governance: Roles and systems	Video	Bethan Evans
9.3 Council case studies: What can we learn	Video	Bethan Evans
9.4 Good governance: Practical actions	Video	Bethan Evans
9.5 Decisions, policy & plans	Video	David Carter, formerly Warwickshire County Council
9.6 An audience with Bethan Evans	Live	Bethan Evans

Module 10: Strategy Skills

Team management and managing today's lawyers

10.1 Great Expectations: Working with the Lawyers of today	Video	Andrew Shufflebotham
10.2 Modern working practices and the flexible workplace	Video	Andrew Shufflebotham
10.3 Visible fairness for all: An impossible dream	Video	Andrew Shufflebotham
10.4 Reward: All about the money?	Live	Andrew Shufflebotham
10.5 Appraisals in practice: A blessing or a curse?	Video	Andrew Shufflebotham
10.6 Back to basics: Good management is good management	Live	Andrew Shufflebotham
10.7 Round up of the Inspire Programme	Live	Deborah Evans

FAQs:

How can I book my place on the programme? Bookings can be made [online](#) at www.llg.org.uk and will be open from September 2023

When will it begin? Training will begin in November with an in-person introduction to the programme being held at the LLG Governance Conference day at the Mercure St Pauls Hotel in Sheffield on Friday 10 November 2023. All Inspire delegates will join the Governance Conference for the full day programme, an ideal opportunity to meet your Inspire colleagues along with senior lawyers Monitoring Officers and Deputy Monitoring Officers attending the conference.

What is the fee and is there any funding assistance available? The cost is £2500 + Vat for the 12 month programme and includes access to all webinars, the Governance Conference day and mentoring.

For people that have a paid for LLG membership there will be the opportunity to apply for bursary funding. Information about the LLG Bursary Scheme and the application form is available in the Resource Hub of the LLG Website.

How many hours of training is there? The programme will offer over 60 hours of training over a 12 month period (the equivalent of 1 full day training a month).

What format will the programme have for learning? There will be a mix of online learning, webinars, networking sessions, and face to face networking at the Governance Conference in Sheffield in November.

**For all enquiries about LLG's Inspire programme
and to reserve your place for the November start
date contact the LLG Team by email
training@llg.org.uk**