

# The LLG Inspire Programme 2024



A programme providing structured development opportunities for existing and aspiring monitoring officers, enabling them to evidence skills and experience and work effectively in the golden triangle.

**Do you aspire to be more? LLG Inspire offers a development opportunity for existing monitoring officers, and for lawyers and democratic service officers who aspire to become the monitoring officers of the future.**

Moving up in your career in local government can be challenging the higher up the structure you rise. At lower levels, progression is attainable with sheer hard work and overtime, but securing that move to a statutory office role can be hard.

Why? Firstly, both the mindset and the skills required for leadership and governance are different to those required for the day job. Consequently, lawyers and governance officers need to prepare themselves to make that move, develop skills, seize opportunities, and learn how best to deal with the challenges of leadership.

As a Monitoring Officer you need to understand the principles of good governance, ethics, strategy, operational delivery, internal and external relationships and high-level decision-making. You may have seen great role models of monitoring officers on your journey - what attributes do they have that you are yet to acquire?

Through the programme you will learn about the laws that underpin local government, council structures and political awareness. You will understand business planning, finance and the management of business relationships. If you are already in a senior role, it assists in learning the required skills and bedding in good habits, whilst providing a sounding board to discuss challenges and opportunities.

The statutory Officer development programme sits alongside programmes for Chief Executives and Chief Finance Officers, designed to deliver effective working within the golden triangle. The programme development has been part-funded through the LGA Sector-led Improvement Support Grant 2024/25 and is UK Government funded. The programme is open to lawyers and democratic services officers, and bursaries are available.



## Inspire Programme

### Programme Learning Modules

The programme has 6 modules:

1. An introduction to leadership & governance
2. Understanding local authority structure, the golden triangle & the Code of Practice on Good Governance
3. Building strong & lasting business relationships
4. Building & leading successful teams & projects
5. Ethical decision making - solution based thinking, conflict resolution & making things happen.
6. Political awareness & understanding

Content is provided by face-to-face training, conference attendance, and live online meetings on Zoom, supported by optional pre-recorded online learning.

Each module will include live Zoom lunchtime meetings, with a range of people from the local government environment, giving you the opportunity to chat through the current learning topic and relate it to your workplace situation.

The modules will be staged throughout the 9-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 2024/ 25 cohort.

## Module 1: An Introduction to leadership and governance

Governance Conference	Full access to the Governance Conference with face-to-face attendance, including an Inspire break out session to meet the 2024 cohort and focus on a key learning objective.
Self- Assessment	Delegates to complete a self-assessment questionnaire to establish current skill levels
An audience with Manisha Patel	A zoom lunchtime session to discuss the importance of becoming an inclusive leader
The strategic role of Governance and Scrutiny	Pre-recorded online content
Practical Leadership & Governance	Pre-recorded online content

## Module 2: Understanding local authority structure, the golden triangle, and the Code of Practice

The Golden Triangle and the Code of Practice	Face to face one day training session on Good Governance for Statutory Officers
The Monitoring Officer Conference	Full access to the Monitoring Officer Conference with face to face or online attendance
Roles and responsibilities of a Monitoring Officer	A one-day live online training session
Members & Officers, the basics	Pre-recorded online content
Statutory Officers, roles and duties: The law	Pre-recorded online content
Standards and Politics	Pre-recorded online content
Values, skills and top tips	Pre-recorded online content
Local Authority Finance	A live training session on Zoom
CIPFA: The role of the Section 151 Officer	Pre-recorded online content
A legal perspective of local authority finance	Pre-recorded online content
The law underpinning local government	Pre-recorded online content

### Module 3: Building strong and lasting business relationships

An audience with Rachel McKoy	A zoom lunchtime session to discuss communication in the workplace and across the council, and dealing with 'difficult' situations
Building business relationships	Pre-recorded online content
An introduction to stakeholder management	Pre-recorded online content
Engaging with your audience	Pre-recorded online content
Personal resilience and holding your own	Pre-recorded online content
Leading projects and deals	Optional pre-recorded online content
External advisors: What do you need?	Optional pre-recorded online content
The dreaded panel review process	Optional pre-recorded online content
Price versus value, & “value adds”	Optional pre-recorded online content

### Module 4: Building and leading successful teams and projects

LLG Leadership conference	Full access to the Leadership Conference with live online attendance
An audience with Deborah Evans	A zoom lunchtime session to explore presenting with confidence
Lawyers as leaders	Pre-recorded online content
An Audience with John Austin	A zoom lunchtime session on how to lead a successful Democratic services team
Building a high performing team	Pre-recorded online content
Leading a team day to day	Pre-recorded online content
Managing a modern legal team	Pre-recorded online content

Modern working practices and the flexible workplace	Pre-recorded online content
Visible fairness for all: An impossible dream	Pre-recorded online content
Appraisals in practice: A blessing or a curse?	Pre-recorded online content

## **Module 5: Making ethical decisions: solution- based thinking, conflict resolution and making things happen**

LGA event:	Face to face one day training session on working together in the golden triangle in an ethical, client focussed way, looking at case studies
Moving from 'no' to 'yes'	Pre-recorded online content
Building respect	Pre-recorded online content
"The great protector"	Pre-recorded online content
Getting to a solution	Pre-recorded online content
"Choppy waters": Navigating difficult solutions	Pre-recorded online content
How to stand your ground, politely but effectively	Pre-recorded online content
An Audience with .....	A zoom lunchtime session on the importance of ethics in decision making
Case studies	Documents within the hub illustrating ethical – decision making, good, bad and ugly, in practice
LGSCO Best practice in complaints handling	Pre-recorded online content
Conflict resolution, a Monitoring Officers perspective	Pre-recorded online content
Building resilience	Pre-recorded online content

## Module 6: Political awareness & understanding

LGA event: Understanding democracy, power and the golden triangle	Face to face one day training session with the Solace & CIPFA statutory office development cohorts on democracy, power and the political interface, using case studies to generate discussion
An audience with Bethan Evans & a councillor	A zoom lunchtime session to enable delegates to understand political aims, ambitions, agendas and practice
The Current context for member/officer relations	Pre-recorded online content
Governance: Roles and systems	Pre-recorded online content
Council case studies: What can we learn	Pre-recorded online content
Good governance: Practical actions	Pre-recorded online content
Decisions, policy & plans	Pre-recorded online content

**Speakers include:**



Andrew Shufflebotham



Bethan Evans



Jacqui McKinlay, Chief Operating Officer  
Liverpool City Council



Manisha Patel, LLG Non-Executive  
Director for EDI



Andrew Burns, CiPFA



## FAQs:

**How can I book my place on the programme?** Bookings can be made [online](http://www.llg.org.uk) at [www.llg.org.uk](http://www.llg.org.uk) and will be open from 28<sup>th</sup> June 2024

**When will it begin?** Training will begin September 30<sup>th</sup>, 2024. The in-person introduction to the programme will be held at the LLG Governance Conference. All Inspire delegates will join the Governance Conference for the full day programme, an ideal opportunity to meet your Inspire colleagues along with senior leaders, Monitoring Officers and Deputy Monitoring Officers attending the conference.

**What is the fee and is there any funding assistance available?** The cost is £2750 + Vat for the 9-month programme and includes access to webinars, online training, the Governance Conference, and a number of in person and online events, along with mentoring.

Three types of bursaries are available for this programme, for delegates employed by a best value authority as defined by Part 1 of the Local Government Act 1999 in England.

Delegates must complete an application form in which they confirm that without the bursary, they would not be able to attend the training due to prevailing financial constraints at their place of work. Evidence or third party confirmation may be requested. Only one bursary per programme and per candidate can be applied for and will be awarded on a first come first served basis.

Bursary options are as follows:

- LGA Sector-led Improvement Support Programme bursary, UK Government Funded for existing monitoring officers to be able to access the training. A 50% bursary is available to both lawyers and democratic services officers.
- LLG members who aspire to be monitoring officers can apply for 50% bursary funding from LLG.
- ADSO members who are monitoring officers, deputies and aspiring to those positions can apply for 50% bursary funding from ADSO.
- Information about the LLG Inspire Bursary Schemes and the application form is available on the [LLG Inspire training webpage](#)

**How many hours of training are there?** The programme will offer c60 hours of training over a 9-month period, the equivalent of 1 full day training a month. Delegates will begin by undertaking self-assessment to establish their current skills, any gaps, and identify development needs. Delegates also have access to the Inspire Hub offering useful documents including the Code of Practice on Good Governance for Statutory Officers, the Core Competencies for Monitoring Officers, and optional online learning.

**Enquiries:** For all enquiries about LLG's Inspire programme and to reserve your place for the September 2024 start date contact the LLG Team by email on [training@llg.org.uk](mailto:training@llg.org.uk) or click [here](#) to book now.



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