



# Leadership in Local Government

Modular Development Programme  
for Local Authority Staff at  
SEO, SE & Analogous Grades

Programmes commencing in March and May 2023



[www.ipa.ie](http://www.ipa.ie)



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# Leadership in Local Government (LLG) Programme

In times of challenge and change, organisations need strong leadership. Public service transformation is now a priority issue and local authorities are set to play a key role in this transformation. Local authorities are also critical to the development of infrastructure, to stimulating economic activity, engaging with and supporting local communities and implementing policy in complex areas such as housing and climate change.

To engage successfully with these issues in the current challenging economic times, local authorities need leaders with the vision and drive to make a difference; who think innovatively and holistically about the challenges they face and who can follow through with real focus and determination to deliver results and public value.

It is more essential than ever for senior leaders to balance competing priorities, develop innovative approaches to service delivery; be adaptable to change and work collaboratively across organisational structures.

These are some of the critical issues underpinning the content, focus and learning methodologies on the Leadership in Local Government (LLG) Programme. The programme is aimed at developing individual capacity to understand and change organisational systems, manage relationships with different groups in different ways, evaluate issues in their areas and offer better ways of responding to and influencing others.

A key objective is to build capacity in individuals to operate outside of their functional responsibilities and to broaden their understanding of organisational and system issues, enhancing their ability to operate at a strategic level. The programme therefore challenges individuals to move beyond their current functional roles and behaviour; to open up to approaches when working with others to achieve goals and to generate more efficient and innovative outcomes.

## Programme Design

This intensive, modular programme focuses on the development of leadership and management capacity. Candidates for this programme typically come from SEO, SE and analogous grades. They are typically involved in strategic work, can demonstrate innovation, drive, leadership capacity and have aspirations for promotion to more senior positions.

The developmental aspects of the programme will include developing self-awareness through 360° feedback and reflection; exercising leadership by moving out of 'the comfort zone'; enhancing authentic and effective communications; and building resilience and a focus on purpose. The programme incorporates a variety of learning methodologies including; formal and informal feedback, peer learning, interaction with senior local government managers and expert inputs.

**Individual Feedback:** An important vehicle for integrating the organisational and individual strands of learning will be one-to-one coaching sessions with an experienced coach. Each participant will identify and address a number of key learning issues for the programme. These can be drawn from pre-determined development goals or from the 360° feedback tool used on the programme.

**Peer Learning:** The varying perspectives, experience and multi-functional mix of participants is an important element of the programme to help stimulate comprehensive and robust analysis of issues and to challenge perspectives and behaviours. Active interaction and exchange between participants in discussions and group activities is central to learning.

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## Approaches to Learning

Approaches to learning on this programme are based on the belief that learning and development must be embedded in the real issues facing managers and organisations.

Participants on the programme commit to taking responsibility for their own learning and development and for using this learning to benefit their organisation. Individuals are challenged and supported to link their on-programme learning to real challenges within their organisations.

Learning methodologies are varied and designed to support and challenge individuals and groups. The programme facilitates learning by creating a forum for discussion and debate on issues and on the requisite skills and behaviours needed to practically lead and achieve change in the context of their real work challenges. A key focus is on the value of peer exchange and learning. Learning from peers is highly relevant and very impactful. To support and challenge peers and self to full learning requires full commitment to the programme and engagement and participation on many levels.

To get the most out of the programme participants will need the energy and enthusiasm to commit to and fully participate in all activities of the programme. Attendance at all modules, within each programme, is compulsory. Switching between modules and/or programmes is not possible.

Participation is not limited to module time as there is a significant degree of 'inter-module' activity including individual leadership coaching, action learning in a coaching group, individual reflection and practice. Candidates should consider this requirement when applying for the programme, as these are essential and fundamental components of participation.

Participants will have the opportunity to identify their development goals at the outset and in conjunction with their coaching session, reflect on how they are linking these goals to organisational challenges and needs.

## Module Dates and Venues

The LLG Programme consists of four x two day residential modules. Module dates and locations are outlined below. **Please note** that successful applicants will be allocated to a programme by the IPA LLG Programme Director. Applicants must be in a position to attend all modules of the Programme that they are assigned to as it will not be possible to switch between modules or programmes.

### Programme One

<b>Module 1</b>	21-22 March 2023 (Mullingar)
<b>Module 2</b>	1-2 June 2023 (Naas)
<b>Module 3</b>	14-15 September 2023 (Derry)
<b>Module 4</b>	15-16 November 2023 (Mullingar)

### Programme Two

<b>Module 1</b>	4-5 May 2023 (Mullingar)
<b>Module 2</b>	15-16 June 2023 (Naas)
<b>Module 3</b>	28-29 September 2023 (Derry)
<b>Module 4</b>	15-16 November 2023 (Mullingar)

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## Application Process

Each Local Authority is invited to nominate up to two executives using the attached Nomination Form. Nominations should be approved by the Chief Executive of the Local Authority.

Nominations, once received will be assessed by the IPA Programme Director and places will be allocated on Programme One or Programme Two if the application is successful. Nominees will be notified of their acceptance onto a Programme via email.

The closing date for nominations will be Friday, 10 March 2023.

Nominations should be sent to:

Emer McManus

Institute of Public Administration | 57-61 Lansdowne Road, Ballsbridge | Dublin D04 TC62  
01 240 3666 | emcmanus@ipa.ie | www.ipa.ie

## Cost

The cost for this eight day residential programme is €3,750 per person.

Cost includes accommodation at residential modules.

Accommodation details will be advised in advance of each module.



An Roinn Tithíochta, Rialtais,  
Áitiúil agus Oidhreacht  
Department of Housing, Local  
Government and Heritage

*The Leadership in Local Government Programme is supported by the Local Government County and City Management Association and the Department of Housing, Local Government and Heritage.*

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## What Previous Participants Say

'Having recently completed the Leadership in Local Government programme run by the IPA, I would highly recommend this programme to anyone in the Local Government Sector wishing to enhance their leadership skills.

The programme provides a unique opportunity to connect with an enthusiastic and vibrant network of local government managers and leaders. Throughout the programme, participants are encouraged to step away from their "comfort zones" and are brought on a journey of learning, self-awareness and personal development. The personal leadership challenge component of the course does just that – it challenges you. The programme coordinators and presenters are exceptional and passed on their knowledge and experience in a most interactive and engaging manner. The course was particularly timely for me as it dovetailed perfectly with leading and exercising change in my work environment'.

Senior Executive Engineer, Sligo County Council.

"As a Senior Executive Planner in South Dublin County Council the Leadership Programme afforded me an opportunity to reflect on and reinforce why I am a Planner working in the Local Authority system. It has reinvigorated my appetite to lead and has given me an insight into the ways that I can provide the right environment to realise innovative projects. My eyes are open to making opportunities and I now have the means to follow through and challenge myself to drive the opportunities to fruition."

Senior Executive Planner, South Dublin County Council