

# Leadership & Governance Programme



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## Leadership and Governance Programme



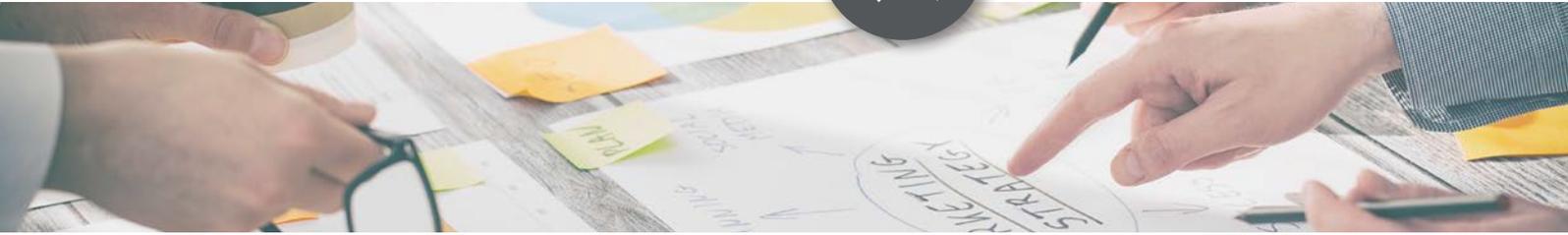
### Programme purpose

This programme is a tool to support council effectiveness. Offered as five (or six) in-house, stand-alone workshop modules over a one- to two-year period, the programme builds both competency and collaboration within your council. Councils may choose to join in all or some of these modules. The GROW handbook will be offered as a useful reference guide for all of these modules, and to support subsequent council conversations and action.

### Workshop fees

Each of these workshops is delivered in-house at a cost of **\$7950+GST for up to 15 participants.**

## 1. Applied Governance Essentials



### Workshop purpose

This workshop provides a tool for your council to work together to better understand how you will work and govern together effectively.

As a group you will consider the role and fundamental responsibilities of a council in a governance setting.

By distinguishing between governing and managing, you will recognise the purpose and differing roles, and add value to your own governance.

Participants will leave this workshop with a good knowledge of a range of topics relevant to their own council and have an action plan for future council success.

### Learning objectives

- › To raise governance standards and capability within the NZ local government sector
- › To improve decision making within the NZ local government sector
- › To strengthen governance structures within the NZ councils
- › To enable the preparation of an action plan for the council for improved governance processes

Circumstances differ widely among councils and the scale of what may suit one council can be inappropriate for another. This means that governance best practice principles are implemented to suit the size of the council and the resources it has available.

The workshop preparation starts with an initial conversation between the facilitator and the mayor and chief executive, where they will define some key areas of interest that they would like to focus on. The workshop will then support and build their own effective governance culture to oversee these issues.

### Learning outcomes

After this workshop, you will be able to:

- › describe what good governance is in a council context;
- › define the value of an effective governance culture;
- › separate the governance and management roles;
- › focus on your council's strategic vision; and
- › create an action plan for improved governance process.

## 1a. Effective Governance Culture



### Workshop purpose

Councils are elected to serve their community. This requires collaboration and a culture of trust. Ratepayers expect a cohesive group delivering benefit. However, in a political and frequently changing environment this is harder than it looks.

This workshop assumes you have a good understanding of governance principles and now want to put them into practice for public good. It will support your council to agree effective ways of working together to deliver the best outcomes for your community.

### Learning objectives

The key areas of focus are on:

- › creating an effective governance culture;
- › management and governance – understanding each other’s roles; and
- › code of conduct – how do we use this effectively to hold us all to account?

### Learning outcomes

After this workshop, you will be able to:

- › apply your district’s principles of good governance;
- › select and then use appropriate mechanisms to strengthen governance-management interaction; and
- › keep your council accountable for good governance oversight.

**This is a facilitated discussion workshop leading to full council commitment to a collaborative governance culture.**

## 2. Strategy



### Workshop purpose

Strategy plays a key role in setting your council's direction, building your council's culture, helping transmit that culture through the whole organisation, and defining priorities for community outcomes.

EquiP's Council Strategy Workshop can deliver powerful results in your improvement journey, with a special focus on the delivery of customer outcomes. The value of this workshop will help you, at the governance level, to focus and prioritise around the outputs you seek to develop, as well as aid you in setting tangible goals to help drive your culture to success throughout your term in office.

The journey of strategic planning starts with setting values. In an interactive session, we facilitate the construction of the values that you'd like to see around the council table. Following this, we will help you determine how your aspirations can translate into council gains. We will also support you in defining and strengthening your relationship with your council and your community. EquiP will then work with you to turn this vision into an empowering statement of belief that builds buy-in through your council and outwards to your community.

Finally, EquiP will enable you to build towards creating an inclusive community vision so your constituents understand where your council is going, the journey that you're on, and in turn, raise your value to the community through a succinct and articulate document that summarises your council's term – something your community can believe in.

### Learning outcomes

After this workshop, you will be able to:

- › describe the characteristics of good governance and strategic decision-making;
- › describe your and your council's values, and their importance in the strategic decision-making process;
- › recognise and describe the characteristics of strategic thinking and the steps involved in strategy creation; and
- › apply strategic thinking to good governance.

### 3. Council Leadership



#### Workshop purpose

Local government is an important and dynamic environment with a constant array of unique pressures and demands. The best local government leaders can navigate through challenging times and build collaborative teams that best represent their communities. They ‘build bridges, not fences’.

Leadership is about getting the best out of people. Local government leaders recognise that they are ‘the voice of many’ and consider ‘how does my contribution benefit my community?’ They must be able to paint a vision of what the community could be like, and then seek community contribution and buy in. They tailor their style to the situation and work towards collective outcomes, while connecting people for best effect.

However, before it is possible to perfect an adaptive leadership skill set, it is important for local government leaders to first have a clear understanding of their own personal strengths and needs, and clearly define their own authentic leadership brand. It is also important for a council leader to understand their own personal leadership development needs, including caring for their well being, if they are to be the best leader they can be.

Finally, a council needs to demonstrate leadership through its own culture at the council table.

This workshop will provide participants with the skills and tools to develop an effective leadership profile and strategies to balance the many faces of leadership required to lead their community during times of change and difficulty.

#### Learning outcomes

After this workshop, you will be able to:

- › recognise good leadership from a council context;
- › explain what it is to be an authentic leader in the community;
- › adapt as a leader to different circumstances while remaining authentic;
- › develop practical strategies for effective community leadership;
- › develop your own leadership development and well being; and
- › commit to developing a leadership culture around the council table.

### To be offered in 2018

- 4. Debating & Influencing Skills
- 5. Critical Thinking Skills