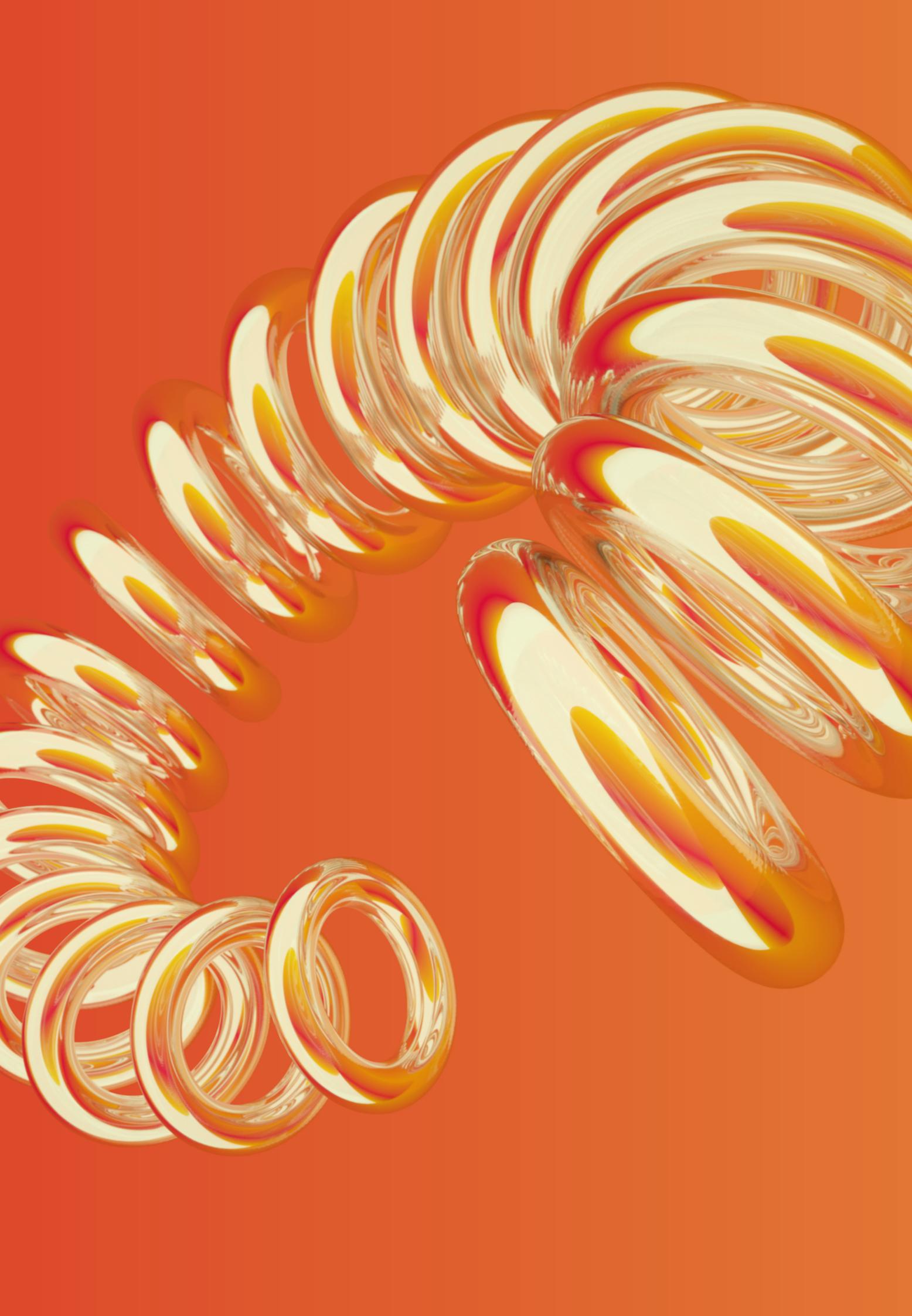


NATIONAL  
LEADERSHIP  
CENTRE



# Programme Brochure 2020/21





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## The National Leadership Centre helps leaders work together to improve public services.

As public sector leaders we have a direct, lasting and often profound impact on citizens' lives. Public service can be immensely fulfilling, but it is not always easy. Leaders tell us that despite their best efforts, they sometimes find themselves frustrated by the level of impact they are creating.

The National Leadership Centre exists to help leaders overcome these constraints to create transformational change across the system. Our flagship programme is specifically designed to tackle this by bringing together the most senior leaders from across the spectrum of public services.

Participants will receive unprecedented support and stimulus that stretches them out of their traditional organisational silos. We aim to equip leaders with enhanced tools to navigate the complex system they operate in. We will support them to become more adaptive, connected, questioning, ethical and purposeful. In doing so, we will empower the next generation of leaders to make an even bigger difference to the lives of citizens across the country.

I am excited to invite you to take part in Year 2 of the National Leadership Centre (NLC) programme, starting this autumn. Our participants are drawn from the most senior levels of public services and the programme provides them with an unprecedented opportunity to work with world renowned experts in leadership, alongside colleagues from across the public sector. I hope you will put yourself forward for this opportunity.



**KRISTINA MURRIN, CBE**  
Chief Executive Officer (CEO),  
National Leadership Centre

This is an exciting and challenging time to be leading public services. We are all enormously privileged to do the jobs we do, but the challenges we face have never been more complex.

It is vital that as public service leaders we step out of our sectors and work together to develop and deliver solutions to these challenges, but also to grasp the opportunities that will present themselves over the coming months and years. I know many of you are already working in this way on specific issues, and like me are keen to embed this way of working as the norm, both in how you and your organisations work.

I wholeheartedly believe in the importance and power of delivering public services in this way. The National Leadership Centre will give you, as one of the most talented and high potential leaders in your sector, the space, stimulus and support to develop your leadership in this way and build on your outstanding service.



**SIR MARK SEDWILL**  
UK Cabinet Secretary

# About the National Leadership Centre

The National Leadership Centre was launched in September 2019 with the unique purpose of enhancing the social and economic well-being of the country by supporting the leaders of public services to work together across the public sector system.

## We define success as:

- Demonstrably improving the quality of leadership of public services
- Facilitating wider and more effective collaboration between public service leaders
- Helping public service leaders to become more resilient, more adaptive to change and more innovative
- Improving the understanding of public sector leadership and its relationship with social and economic well-being.

## Our work has three strands:

- **Programme** - an intensive professional programme for around 100 top public service leaders
- **Network** - a professional hub for all public service leaders, not just those served by the programme, to support communication between leaders and subject matter experts
- **Research** - to better understand public service leadership and the impact of the NLC.

## In delivering our work we adhere to the following values:

- **Human**  
We enhance and develop relationships, being sensitive and considerate to the whole person who is coming to work and their external commitments
- **Expert**  
We have a voracious appetite for new evidence and rigorously test new cutting-edge research, to ensure we have a data-led approach to strategy and delivery
- **Bold**  
We have the confidence to push boundaries with new approaches and innovative ways of thinking
- **Open**  
We encapsulate the transparent and collaborative approach we are trying to embed in the public sector by listening to others and sharing our knowledge, ideas and experiences.

# Leadership Qualities

Our research so far, alongside the interviews, roundtables and literature review conducted by the Public Services Leadership Taskforce, has identified five key qualities of effective public service leaders. These qualities are:

- Adaptive
- Connected
- Questioning
- Ethical
- Purposeful

## Adaptive

Adaptive leaders are able to adapt in a rapidly changing environment. They are comfortable with ambiguity. These leaders constantly learn from their own experience and the experience of others, while demonstrating an understanding of complex systems

## Connected

Connected leaders consistently work across organisational boundaries to identify and build strategic relationships with a wide variety of people, including staff, colleagues, users, customers, opinion-formers and other stakeholders. These leaders are empathetic, collaborative thinkers with strong self-awareness

## Questioning

Questioning leaders are open minded and seek to understand the views and experiences of others. They look for, and make best use of the available evidence (both quantitative and qualitative). These leaders embrace diversity, encourage challenge, and are willing to say "I don't know". Curious leaders actively foster innovation and new ways of working. They are creative in their approach to finding solutions

## Ethical

Ethical leaders consistently behave in ways that engender trust. They are selfless, acting in the public interest. They prize integrity and honesty, taking a long-term, sustainable approach to fulfilling the organisation's public service mission

## Purposeful

Purposeful leaders display absolute clarity about their mission and purpose. Moreover, purposeful leaders help their team find meaning in their work. They are able to see beyond the problems and pressures of the present. Purposeful leaders create compelling narratives that make sense of complexity without resorting to over-simplification.



# About the National Leadership Centre Programme

The National Leadership Centre Programme brings together the most senior leaders from across all public services for an intensive, stretching and prestigious year. You will be inspired by world-leaders in systems and collective leadership, offered unique opportunities to put this thinking into practice, and given in-depth psychometric analysis and coaching support to help you realise your potential in our complex public service system.

## Through the programme we seek to transform the leadership of public services by:

- providing our leaders with insights and experience from some of the world's foremost academics, practitioners and leaders
- delivering opportunities to learn from real-time simulations and unique access to learn from your peers in other sectors
- facilitating internationally acclaimed analysis, insight and guidance into participants' leadership styles and how they can develop and progress
- building a strong network of leaders who have a wide understanding of the work and challenges of their public sector peers.

We assume that our participants will already have the necessary experience, skills and qualifications to be a strong public sector leader. What we provide is the stretch and stimulus to better utilise your experience in a cross-sector setting, working in a much more complex system and propelling you to being an outstanding public sector leader in the 21st Century.

# Who our programme is for

We welcome applications from outstanding Chief Executives (and equivalent) of publicly funded organisations delivering public services. Given the seniority and capability of our cohort, we will take around 100 delegates each year who we expect to be recognised as some of the best leaders in their field or sector. Delegates will be members of, or eligible to be members of, the National Leadership Centre Network and Community. This includes, but is not exclusive to:

- Chief Executives of County Councils, London Boroughs and Unitary Authorities
- NHS Chief Executives and Regional Directors
- University Vice Chancellors
- CEOs of large academy chains, Principals of major Further Education colleges
- Civil Service Director Generals
- Chief Constables
- Chief Fire Officers
- CEOs of major housing providers
- Senior 2\* and 3\* military officers
- CEOs of major ALBs and executive agencies

We strongly believe that public service leaders should represent the people they serve and are particularly keen to hear from you if you are part of an under-represented group in your sector.

In addition we have a small number of places set aside for outstanding public sector NEDs.

This programme is aimed at people who are less than 2 years into their first CEO role. If you are at a different point in your career, but nevertheless feel that you would benefit from this programme and provide an outstanding return on our investment, we would like to hear from you.

We expect most EOIs to come from existing members of the NLC community. If you are not a member of this community but believe you should be, please get in touch:

[NLC@CabinetOffice.gov.uk](mailto:NLC@CabinetOffice.gov.uk)

## Sectoral Development

Learning and development tailored to your sector inc armed forces, health and education.

## Professional Development

Training and development tailored to your professional needs - such as PPM, communications and finance.

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## How do I apply?

Expressions of interest (EOI) will open at the National Leadership Forum on Wednesday 29th January 2020 and remain open until 5pm on Friday 28th February 2020.

**Step 1:**

Visit [www.nationalleadership.gov.uk/our-programme/](http://www.nationalleadership.gov.uk/our-programme/) to register your interest using our Connect Service.

**Step 2:**

The Programme Team will send you a link to an application form, which you will need to complete and return by 5pm on Friday 28th February 2020.

**Step 3:**

EOIs will be passed to the relevant sector body (details of which can be found on our website) to sift. We aim to advise successful delegates no later than 30th April 2020.

## Our offer to you

The NLC will give you unique and privileged access to the UK's most senior political and public sector leaders and others who wish to gain your insight and perspective on public sector leadership. We are working with academics from some of the best universities across the globe to ensure the insight you receive is cutting edge and brings insight from both the public and private sector.

In advance of the programme you will gain a world leading, detailed understanding of your leadership style, your strengths, your weaknesses and the personal traits which help you further your self awareness and stand out from the crowd.

The power of the diverse backgrounds of our delegates is a significant element of the programme. We anticipate delegates will share their own insights and experience during the course, and we expect you to learn from each other. We will provide a 'safe space' for debate, which is both supportive and challenging.

## Diversity and inclusion

We recognise that the most effective teams are diverse, and for this reason we are keen to hear from anyone from an under-represented group. We pride ourselves in going the extra mile for those requiring reasonable adjustments, and welcome delegates with caring responsibilities who may require support to meet the commitments of the programme.

## Devolved administrations

Our programme is open to the most senior public service leaders in England. Our counterparts in Wales, Scotland and Northern Ireland are:

**Scotland -**

Scottish Leaders Forum -  
[www.scottishleadersforum.org](http://www.scottishleadersforum.org)

**Wales -**

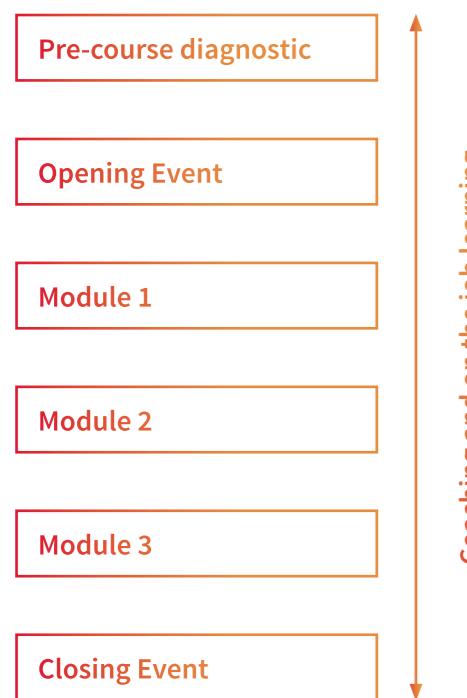
Academi Wales -  
[www.AcademiWales.gov.wales](http://www.AcademiWales.gov.wales)

**Northern Ireland -**

Chief Executives' Forum -  
[www.ceforum.org](http://www.ceforum.org)



# Components of the Programme



## Pre-course diagnostic

We will invite you to take part in a pre-course diagnostic to give us, and you, an opportunity to understand your strengths, development areas and leadership style.

The diagnostic delivers a holistic view of you as a leader. Participants will receive rich feedback that is rooted in a robust process of evidence collection, combined with in-the-moment coaching, that together provide a sound basis for further development. We think that your potential is infinite, and that you should strive to continue learning.

# Residential modules

## Module 1

## Introducing the key elements of system leaders - 5.5 days

This first module will allow you to explore some key themes of public service leadership. Focusing on the five leadership qualities - adaptive, connected, questioning, ethical and purposeful- we will give you unprecedented access to world-leading institutions, practitioners and pioneers. You will discuss, explore, test and challenge each other to learn together and push the boundaries of what might be possible in our public services.

## Module 3

## Systems leadership today and in the future - 3 days

In this final residential, you will explore and understand the challenges and opportunities that public services face over the next decade as the world changes faster than ever and the technological revolution gathers pace. You will consider what these mean for systems leadership of public services.

## Module 2

## Putting it into practice - 3 days

Putting into practice your learning and experiences so far, you will take part in a real time simulation of a major, cross-sector incident. You will be working under pressure and applying the theory you have learned in module 1 to work across different sectors to manage the situation. As well as an opportunity to work collectively this will also serve as an opportunity for you to push yourself outside your comfort zone in a safe environment, building on the feedback you received from the pre-course diagnostic and your coaching sessions.

## Ongoing work

Throughout the programme there will be opportunities and expectations for you to develop yourself as a systems leader, building and reflecting on the residential modules.

- **On the job learning** - you will be expected to identify a scenario within your working life which could benefit from the insight and experience you gain throughout the course. You will apply your learning throughout the course to this scenario, bringing back lessons and reflections to discuss with the group.
- **Coaching** - included in the programme is the opportunity to benefit from a coach. You will be expected to meet with a coach at the start and end of the programme, you will then have the option to engage with your coach more regularly. We will work with you to identify the right coach for you - whether your focus is on personal development, the development of your top team or to explore your options in the wider public sector.

## Ad-hoc events

We will bring together all participants for opening and closing events for the programme. At these events you will have the opportunity to hear from the most senior leaders in the UK and network across cohorts. We will also ensure that all participants have the opportunity to meet with the most senior political and public sector leaders to explore the challenges and opportunities facing the public sector.

## Time commitment

The total time commitment for the compulsory elements of the programme is approximately 15 days across one year:

<b>Pre-course diagnostic</b>	1 day
<b>Opening Event</b>	1 day
<b>Module 1</b>	5.5 days
<b>Module 2</b>	3 days
<b>Module 3</b>	3 days
<b>Coaching</b>	0.5 days
<b>Closing Event</b>	1 day
<b>Total</b>	15 Days

# Feedback from previous programme participants



"The NLC Programme is designed to enhance leaders' ability to be able to respond to the challenges faced by those who work in the public sector, in an increasingly complex, volatile, global climate. As a participant, the programme has exceeded my expectations thus far, providing an opportunity to learn from other participants as much as inputs from the expert contributors"

**IAN THOMAS**  
Chief Executive of Royal Borough of Kingston upon Thames



"If you have an opportunity to take part in this scheme, then you should grab it with both hands. This is an opportunity to make a difference - not just to the business that you are on top of - but to support more broadly across the public sector."

**ANGELA MACDONALD**  
Director General at HM Revenue and Customs



"Leadership in the public sector is challenging, demanding and ultimately a unique experience. I would recommend the NLC Programme to any public leader committed to improving, enhancing and exploring their own experience of leadership, as it is an immersive, challenging and stimulating programme, that brings a cross section of leaders together from across a breadth of public service delivery. This unique opportunity to bring public leaders together will ultimately shape the delivery of services for our communities for the future."

**BRENDAN BROWN**  
Chief Executive of Airedale NHS Foundation Trust



"This week has really given me the headspace to talk with colleagues from across the public sector to explore difficult issues, and it's headspace I wouldn't normally have. I think that's invaluable in a very busy job"

**SARAH TEDFORD**  
Chief Executive of Hillingdon Hospitals NHS Foundation Trust



"Learning anything requires commitment and the ability to push through the uncomfortable. While on the path to competency, a little motivation and support from experienced system leaders can go a long way. The NLC Programme provides that motivation and access to a network of people that inspire you to lead. I can't recommend it enough."

**PHIL GARRIGAN**  
Chief Fire Officer of Merseyside Fire and Rescue Service

# Frequently asked questions

## What does it cost?

The National Leadership Centre covers course costs, including food and accommodation for all residencies. Delegates will be expected to claim back expenses (including travel) from their employers. Participants are asked to pay a £100 reservation fee.

The cost to the NLC of each place is approximately £20,000. If participants do not attend compulsory elements of the programme, we will seek to recoup some or all of these costs from employers. Please see our terms and conditions for further information.

## Where and when are the residential courses?

	Cohort 1	Cohort 2	Cohort 3
<b>Module 1</b>	Sunday 4th October - Friday 9th October 2020	Sunday 1st November - Friday 6th November 2020	Sunday 29th November - Friday 4th December 2020
<b>Module 2</b>	Monday 8th February - Wednesday 10th February 2021	Monday 1st March - Wednesday 3rd March 2021	Monday 22nd March - Wednesday 24th March 2021
<b>Module 3</b>	Monday 19th April - Wednesday 21st April 2021	Monday 10th May - Wednesday 12th May 2021	Monday 14th June - Wednesday 16th June 2021

**Module 1** will start at 4pm on Sunday. **Modules 2 and 3** will begin around 8am on Monday, and accommodation will be available on the Sunday for those who require it.

## How much time will the programme take?

Participants are expected to attend all residential sessions, opening and closing events, the pre-course diagnostic and coaching sessions. Where participants do not take part in the compulsory course activities we may seek to recoup costs.

## Can I continue to be involved in the NLC after the programme?

Absolutely. Everyone who participates in and completes the programme will become an alumnus of the National Leadership Centre. You will receive regular updates on our work and research, advance booking for our events and the opportunity to contribute to our research. Furthermore, each year, we will invite a small number of particularly active delegates to work with us on specific research aims. These delegates will be provided with a budget and access to researchers and academics to support them in their work to understand the power of systems leadership and how such an approach can have a demonstrable and sustained impact on local services.

## How can I get in touch?

For eligibility enquiries, please contact  
[NLC@CabinetOffice.gov.uk](mailto:NLC@CabinetOffice.gov.uk)

For programme related enquiries, please contact  
[NLCProgrammeEnquiries@CabinetOffice.gov.uk](mailto:NLCProgrammeEnquiries@CabinetOffice.gov.uk).

## Will there be homework?

Throughout the course, you will be expected to relate the learning to your everyday working life - trying new things using the learning from the course. Where appropriate we will send out some short pre-reading in advance of the residencies, suggested by the expert speakers you'll be hearing from. We recognise that everyone on the course will have significant personal and professional commitments and for that reason we aim to keep homework both light touch and relevant.

## I can't spare the time this year, can I book a place on next year's course?

We are currently inviting delegates for 2020-21. We will be setting out further detail of our selection process for future years' in due course, but a place this year does not guarantee a place on a future cohort.



[nationalleadership.gov.uk](http://nationalleadership.gov.uk)

