



SECTION 6

ORGANISATION IN THE LOCAL GOVERNMENT ASSOCIATION

A. LEADERSHIP, STRUCTURE AND MANAGEMENT

SECTION 6A

LEADERSHIP, STRUCTURE AND MANAGEMENT

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This tool draws upon 'The LGA Toolkit' by the International Union of Local Authorities (IULA) and the EU's Common Assessment Framework for public sector organisations.

1. LEADERSHIP

The *effectiveness* of the LGA will depend to a large extent on the leadership of those responsible. Good leadership will release the energies of the staff; it will harness the efforts of partners in a common purpose; it will give a clear sense of direction; it will demonstrate a determination to achieve the mission of the LGA.

Leadership is not so much about the qualities of individuals. It is not about command and control; anyone in authority can do that. **Rather, leadership means understanding the challenges confronting the LGA and applying the practices needed to turn the LGA into a high quality organisation, respected by partners and delivering outcomes that local authorities want.**

Leadership is about being willing to assess oneself and to improve, about looking in a mirror and learning. It is about creating an environment where everyone can exercise leadership within the parameters of their job.

THE 15 LEADERSHIP CHALLENGES	
<ul style="list-style-type: none">➤ <i>Developing direction and strategy</i>➤ <i>Creating a learning organisation</i>➤ <i>Adapting organisational structures</i>➤ <i>Developing powerful teams</i>➤ <i>Building a culture of innovation</i>➤ <i>Fostering equal opportunities and diversity</i>➤ <i>Promoting partnerships</i>	<ul style="list-style-type: none">➤ <i>Improving work processes</i>➤ <i>Streamlining procedures</i>➤ <i>Encouraging responsibility</i>➤ <i>Mobilising knowledge</i>➤ <i>Leading in networks</i>➤ <i>Developing joint working</i>➤ <i>Managing change</i>➤ <i>Managing risk</i>

In these challenges, what are the priorities of the LGA's leadership? Where are the strengths? Where is development needed? Any reform programme needs strong leadership; it would be sensible to run a parallel leadership development programme as part of any reform programme.

The responsibilities of the LGA's leadership are broad and are set down below. How well do these responsibilities correspond to those the Executive Director?

UNDERSTANDING LEADERSHIP IN AND BY THE LGA

- **Giving direction to the organisation:**
 - *Developing a vision and a mission;*
 - *Establishing values;*
 - *Translating the vision/mission into strategies and operational plans;*
 - *Responding to change;*
 - *Ensuring effective communications.*

- **Establishing modern management in the organisation:**
 - *Developing organisational structures and processes;*
 - *Establishing measurable objectives;*
 - *Giving direction to output and outcome targets;*
 - *Identifying the resources necessary for delivering the LGA's objectives;*
 - *Establishing a management information system with appropriate audit;*
 - *Establishing a framework for projects and team-working.*

- **Motivating and supporting staff:**
 - *Leading by example; demonstrating personal willingness to change by welcoming constructive feedback;*
 - *Keeping staff informed; delegating responsibilities; helping them achieve their objectives; recognising success; addressing individual needs;*
 - *Encouraging innovation and continuous improvement;*
 - *Establishing values of mutual trust and respect;*
 - *Instituting effective performance appraisal and supporting training and development.*

- **Managing relationships with local government:**
 - *Ensuring the Board is sufficiently informed, committed and supported to be able to make effective policy decisions, monitor implementation and actively support the LGA;*
 - *Ensuring the General Assembly is committed to, and accepts accountability for, the development of local government;*
 - *Ensuring local authorities are properly represented at national level and receive appropriate advisory and capacity-building services;*
 - *Sponsoring professional associations that are committed to raising performance standards in local authorities;*
 - *Ensuring that the LGA represents all local government.*

- **Managing relations with the Government, the media, the public and other stakeholders:**
 - *Influencing central authorities on the legislative and policy framework for local government by its legitimacy and through regular dialogue;*
 - *Ensuring a positive image of local government in the media;*
 - *Building constructive partnerships with international and national organisations that support the development of local government;*
 - *Developing public understanding of, and respect for, local government.*

When you, as Executive Director, have considered this list, set out what you might do to strengthen the leadership of both senior colleagues (Board, Heads of LGA services) and yourself. You might design Staff and Board Surveys to get the views of your main stakeholders; this would add objectivity and develop a wider commitment to create a strong LGA.

2. STRUCTURE AND CORPORATE GOVERNANCE

The LGA has a high calling – to represent local government both nationally and internationally at the highest levels and to build up the capacities of local authorities. This requires an organisation that:

- *is respected and has integrity and influence,*
- *has the legitimacy through the full support of local authorities,*
- *delivers good outcomes for local government,*
- *works in partnership with central authorities and other stakeholders,*
- *responds well to challenges.*

Strong local government requires and deserves a strong LGA, a first class organisation with a high calling. Achieving high standards starts with awareness of the strengths and weaknesses in the LGA's organisation and management.

There is no single way of structuring an LGA. It depends on the circumstances, on the vision of local authorities and on the LGA's mission. Ambitious local authorities that have a clear vision of strong local government will ensure that the LGA reflects their ambitions; an ambitious LGA will help local authorities develop their vision.

The structure should allow the LGA to achieve its objectives efficiently and effectively as set out in its Strategic Plan. It should at the same time encourage active participation by its member local authorities and their Mayors.

The LGA structure should allow member local authorities to:

- *Be mobilised to support policy development and advocacy activities;*
- *Have opportunities to exchange views and share good practice;*
- *Have opportunities to contribute to the LGA's strategic development.*

The LGA must be able to make swift and effective decisions and react to external events as appropriate. This needs trust, efficiency and a delegation of authority, and underlines the importance of the sense of partnership between the Board and the Executive Director.

A typical LGA will have the following bodies:

- **General Assembly and President**
- **Executive Board, Committees and Working Groups / Task Forces**
- **Executive Director and Secretariat**

A strong LGA recognises that it is more effective when it speaks with one voice and focuses on local government concerns rather than party political interests, even though political contacts can be useful. It will operate across parties.

*The greater the political polarisation of the LGA,
the greater its ineffectiveness.*

There will always be minority views; these should be taken into account, not ignored.

*Focus more on local government concerns that unite the parties
rather than divide them; build up the will to work together.*

The Statute

The Statute should set out the objectives and principal rules of the LGA; it should provide the basis for the LGA to be representative and to function with transparency and accountability. It should set out the rights and responsibilities of its members and verify the decision-making processes. It will cover the governance of the LGA, including auditing and membership fees. A key role of the Statute is to settle disputes.

CONTENTS OF THE LGA STATUTE

- **Name of LGA**
- **Goals and mission**
- **Main methods for achieving goals and mission**
- **Legal and non-profit status**
- **Eligibility of membership; rights and responsibilities of members**
- **Structure of LGA, including General Assembly, Executive Board, Committee structure, Presidency and Secretariat**
- **Provisions for amending Statute**

It is better to keep the Statute brief as it is difficult to change it. It is better to use the more flexible Rules of Procedure/Standing Orders to cover operational detail.

***A good Statute does not guarantee that the LGA will work well;
but a bad one will ensure that it fails.***

Rules of Procedure

The Rules of Procedure will set out how the LGA works. They should avoid bureaucracy. They will include more detail than the Statute, such as the fee collection system and voting rights, and will be easier to amend as circumstances change.

Conventions

The LGA may want to write down how it is to be politically and ethically managed. There may be conventions, for example, of seeking consensus, making Press statements, preventing and resolving conflicts of interest, and chairing Committees. The **Code of Conduct** and its enforcement mechanisms provide the basis for ethical management:

The LGA Code of Conduct should include sections on:

- ***Ethical standards - that promote trust and confidence in the integrity, objectivity and impartiality of the LGA;***
- ***Scrutiny - so that individuals know that arrangements in their private lives cannot be separated from their public duties;***
- ***Decision-making - so that individuals make decisions in their official capacity in the interests of the LGA and local government;***
- ***Private interests - so that individuals do not have private interests that conflict with their public responsibilities, and that any potential conflict is declared openly;***
- ***Gifts and benefits - so that individuals do not, and are seen not to, give or accept bribes;***
- ***Preferential treatment - so that individuals do not favour particular persons or organisations for reasons of self-interest in the pursuit of their public responsibilities;***
- ***Insider information - so that individuals do not take advantage of such information for private gain;***
- ***Property - so that LGA property is not used for private purposes.***

Governing Bodies

The **General Assembly** brings together all member local authorities every 1-2 years. It deals with constitutional and other matters of fundamental importance; it may convene an Annual Conference to deal with other issues, such as programme development.

Case-study:

COMPETENCES OF GENERAL ASSEMBLY, AAC, ALBANIA

- a. Elects the Chairman of the Association.*
- b. Elects members of Steering Committees of the Association.*
- c. Elects members of Permanent Commissions.*
- d. Elects members of the Auditor's Commission.*
- e. Approves the financial means of the Association.*
- f. Examines and approves amendments to the Statute of the Association.*
- g. Approves the policies of the Association.*
- h. Approves the Strategic Plan.*
- i. Approves the Annual Financial and Activity Report and the Action Plan.*
- j. Decides upon the exclusion of a member under the terms of the Statute.*
- k. Decides upon the affiliation, division and dissolution of the Association.*
- l. Decides the membership fee.*
- m. Requests external auditing from authorised auditors.*

The **Executive Board** is the LGA's political decision-making body and is appointed by the General Assembly. It will meet every 1-2 months and be responsible for strategy, policy development, coordination and budget oversight.

The competences of the Board should be clear. It should represent the interests of the various facets of local government such as cities/rural areas, gender, minorities and regions. Membership may be based on political strength in the General Assembly. Board members represent local government as a whole, not their own municipalities.

The **Executive Director**, who leads the Secretariat, will report directly to the Board and is responsible for the implementation of decisions taken by the Board.

The **President** is influential as the political representative of local government and is elected directly by the General Assembly. It may be sensible to rotate the Presidency between political parties or to stipulate that the President and Vice President should belong to different parties.

Committees allow a wide range of members to participate in the LGA's work. Members can bring significant knowledge and expertise with them.

THE CODE OF A GOOD COMMITTEE MEMBER

As a Committee member, you will:

- ***Represent the wider interests of local government, not those of your own municipality.***
- ***Seek to make local authorities more effective; do not just add to bureaucracy.***
- ***Focus on the LGA's priorities rather than on your personal interests.***
- ***Listen carefully to what the others are saying and why.***
- ***Seek to understand more clearly the issues and the implications of different options.***
- ***Make decisions or recommendations in the public interest.***
- ***Recognise your own responsibilities in following up your Committee's work to maximise its impact on the quality of local government.***
- ***Be prepared to explain in public how you support the work of the Committee.***

Some Committees are permanent. But expert **Task Forces** or **Working Groups** may be set up for specific issues on a temporary basis.

Committees might cover such areas as:

<ul style="list-style-type: none">• <i>Budget</i>• <i>Public ethics</i>• <i>Policies and programmes</i>• <i>Research</i>	<ul style="list-style-type: none">• <i>Human Resource Development</i>• <i>Strategic planning</i>• <i>Structure and organisation</i>• <i>Sponsorship and fundraising</i>
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The role of Committees is to act as:

- ***A source of advice on policy development and advocacy;***
- ***A channel for engaging member local authorities in the work of the LGA;***
- ***An instrument for drawing on first-hand experience and expertise***

Case-study:

COMMITTEE STRUCTURE OF ZELS, MACEDONIA

- ***Administration (reception/administration; financial management; IT)***
- ***Legal and Central Government (legal advice, translation/administration)***
- ***Communications and Public Relations***
- ***Professional Groups***
- ***Fundraising and Paid Services***
- ***Training and Education***

The various structures should be streamlined and integrated within a common purpose. A good LGA will ensure such integration with careful planning, clear procedures, good communications and effective administrative support for every Committee/Task Force; every member should feel he/she has something to *contribute* and something to *learn*.

The LGA will be better known and appreciated among local authorities if it engages a wide range of local authorities and delivers good outcomes for local government.

Sub-National structures

It may be sensible for the LGA to create sub-national structures. These would facilitate closer communications with local and regional authorities. They could ensure that LGA services better respond to the needs and expectations of local authorities; this would encourage more members to join the LGA.

The added value of a regional structure needs to be balanced with the financial costs of its development and the risks of duplication and conflict. The relationship between national and sub-national structures and their respective responsibilities must be clearly set out and agreed. A devolved structure must not be allowed to divide the national organisation and weaken the LGA's influence with central authorities.

Where regional structures exist, the national LGA will have an important role of co-ordination and support. A regional structure is unlikely to be helpful in a small country.

The Secretariat

The Secretariat needs to be strong enough to deliver the objectives and priorities of the LGA. Given the challenge of decentralisation and European integration, these are significant; they challenge the Executive Director and Board to find new ways of building up the capacity of the Secretariat. There must be enough staff who have:

- ***Sufficient authority to deal with their counterparts in central Government and Parliament and transform local government issues into political or executive action;***
- ***Sufficient understanding to enjoy the confidence of local authorities;***
- ***Sufficient expertise to manage the provision of reliable advice and high quality programmes.***

The organisation of the Secretariat depends largely on its resource base. With smaller LGAs, a number of different kinds of responsibilities may be combined in single posts, especially that of the Executive Director. The consequence is often an over-worked Executive Director, insufficient expertise and limited effectiveness.

As an LGA develops, it should seek to reduce the operational tasks expected of the Executive Director (eg direct training) and allow him/her to focus on the strategic role. An Executive Director needs time for communicating, planning and negotiating.

A Management Team of the Heads of services can add considerably to the effectiveness of the LGA's management. It provides a mechanism for linking strategic focus to operational delivery. Each member of the Management Team must have recognised experience and expertise and be capable of taking responsibility and delivering outcomes. The LGA must be able to attract such staff to take responsibility for key functions:

- **Administration and finance**
- **Communications**
- **Training**
- **Capacity-building services**
- **Human resource development**
- **Member services**
- **Research**
- **External relations**
- **Legal services**
- **Advocacy**

There must be good communications expertise throughout the LGA. A small but professional communications unit can promote a strong image of the LGA and a wider understanding of the challenges and opportunities of local government.

3. INSTITUTIONAL MANAGEMENT

Good institutional management is essential for a truly effective, influential, pro-active and financially viable organisation. The LGA needs to have clear goals and division of responsibilities, clear policies and procedures, a performance culture, ethical values and strong financial control; it needs to maintain motivated and well functioning staff.

There are several signs/symptoms of effective or ineffective institutional management:

Turnover of staff

Low turnover suggests greater efficiency and motivation. Are the staff proud to work for the LGA? Do they talk about their work outside the office? Do they give of their best?

Communications

Good communications is a sign of an effective organisation. Staff understand the priorities of the leadership; the leadership understand the realities of the front-line. Stakeholders feel a shared sense of purpose. Just talking to staff and stakeholders can quickly demonstrate the quality of communications.

Corporate management

An effective Executive Director will make good use of a senior management team. This reduces any centralising tendencies; more things get done; expertise is greater; policy is better analysed; responsibility and risks are more widely shared; communications is better; the LGA is able to face corporate challenges that cross internal boundaries.

Financial management

How well is the budget managed? Do staff have an input into the budget preparation process? Is there a clear focus on budgeting to deliver clear outputs in line with the Strategic Plan? Is the LGA properly resourced? Does the audit process add value or just exercise control? Does the leadership actively seek new sources of revenue?

Performance management

A good LGA will be seen to manage performance with a focus on delivering real outcomes and ensuring that the staff have the expertise to succeed. Motivated staff will search out best practice. Performance indicators will be part of daily work. It is easy to run a good training course, for example; but using training to make a difference in service quality is the challenge. Well-used performance indicators drive up standards.

EXAMPLES OF LGA PERFORMANCE INDICATORS

<ul style="list-style-type: none">➤ <i>Level of local authority satisfaction with the LGA</i>➤ <i>The degree of public understanding of local government</i>➤ <i>Extent of LGA staff training</i>➤ <i>Staff satisfaction with the LGA leadership</i>➤ <i>Proportion of staff fulfilling their personal development plans</i>➤ <i>Staff turnover rate</i>	<ul style="list-style-type: none">➤ <i>The number of constructive partnerships</i>➤ <i>The extent of positive media coverage of LGA activities</i>➤ <i>The impact of services on local authorities</i>➤ <i>The increase in funding from membership fees</i>➤ <i>The increase in income-generating activities</i>
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Policies and procedures

Policies should reflect the will of the General Assembly. The implementation of policies underpins the work of the Secretariat. Procedures (or processes) turn inputs into outputs and cover everything from Committee preparation to decision-making. It is the obligation of the Executive Director to ensure that procedures are streamlined to reduce inefficiency.

Policies and procedures should be set out clearly in a **Manual** that is helpful and up-to-date, so that staff know the steps they need to take. Such a Manual is like a 'rule book' and provides an induction tool for new staff members. It ensures consistency.

The LGA Manual should:

- ***Convey the leadership's philosophy, communicate organisational policies and procedures in a corporate approach;***
- ***Improve communications, translating philosophies and policies into action and promoting efficient operations;***
- ***Reduce training time, acting as a guide for staff and creating an awareness of how routines should be carried out;***
- ***Improve productivity, speeding up decision-making by providing a source of answers to typical questions and ensuring compliance;***
- ***Strengthen operations by becoming a standard of quality for the LGA.***

Achievement

Does the LGA take pride in achievement and celebrate success? Recognition helps staff feel good. The 'feel good factor' delivers better results. On the other hand, failure to recognise weakness is a sign of immaturity. Brushing things 'under the carpet' does not make the LGA stronger. Transparency about both strengths and weaknesses is the starting point for sustainable improvement.

Local authority survey

Have you ever considered organising a Survey of member local authorities to discover their views on the LGA's performance, strengths and weaknesses and opportunities? Such a Survey could ask them to give their views on such topics as:

- ***The overall image of the LGA;***
- ***The overall performance of the LGA;***
- ***The relevance of the LGA to their requirements;***
- ***The services provided by the LGA;***
- ***The relationship between the LGA and its stakeholders;***
- ***The commitment of the LGA to local government priorities;***
- ***The leadership and management of the LGA;***
- ***The efficiency and effectiveness of the LGA;***
- ***The LGA's approach to change and modernisation;***
- ***The capacity and expertise of LGA staff;***
- ***The willingness of staff to give of their best;***
- ***The competence of the LGA Board;***
- ***The quality of LGA communications;***
- ***The Press coverage of local government;***
- ***The extent and quality of LGA consultation with member local authorities;***
- ***The LGA's approach to public ethics.***

How would member local authorities like the LGA to develop?

4. HUMAN RESOURCE DEVELOPMENT

The LGA's key asset should be its staff. HR development comprises policies in such key areas as:

- ***recruitment, so that the staff recruited are the best for the job;***
- ***training and coaching, to enable staff to continually develop their expertise;***
- ***performance management, to ensure strong focus on delivering results;***
- ***discipline and grievance, so that staff know where they stand and how they might seek redress if necessary;***
- ***equal opportunities and diversity, to make best use of the talents available.***

Modern HR development is about **enhancing capacity** rather than exercising control. It will ensure delegation is effective so that staff not only do the job they are assigned but do it to *high standards* and with a degree of *creativity*. It will promote high levels of motivation among staff; they will feel good about their job and give more than they are asked for.

Staff are the LGA's greatest asset.

How good is the LGA in its HR Development function? Set out below is a list of modern HR Development practices. You, as Executive Director, might wish to consider how you can lead improvements in HR Development. You might use this list as the basis of a Staff Survey in order to gather their views and generate wider commitment and legitimacy to any changes you might propose.

MODERN HR DEVELOPMENT PRACTICES

- ***Include HR Development within the Strategic Plan and Financial Strategy:***
 - ***Developing and communicating a modern HR Development policy;***
 - ***Regularly analysing current and future HR needs in line with the ambitions and capacities of the LGA and its stakeholders;***
 - ***Set out clear merit-based policies on recruitment, promotion, rewards and the assignment of managerial functions; follow principles of equal opportunities;***
 - ***Ensure Job Descriptions are clear and coherent and are used as the basis for recruitment and development plans;***
 - ***Develop the leadership and management skills required by managers;***
 - ***Create good working conditions.***

- **Identify, develop and use staff competences in line with the LGA's objectives and targets:**
 - *Identify the competences of staff in terms of knowledge, skills and attitudes;*
 - *Develop a Training Plan for corporate and individual training needs and use modern training methods in its implementation;*
 - *Agree Personal Development Plans with each member of staff, based on performance appraisal;*
 - *Develop leadership skills throughout the organisation;*
 - *Ensure new staff are properly trained and supported;*
 - *Promote internal and external mobility of staff.*

- **Involve staff in the development of the LGA through delegating responsibilities and promoting dialogue:**
 - *Promote a culture of open (not hierarchical) communications and dialogue;*
 - *Ask staff for their suggestions and respond appropriately;*
 - *Consult staff on plans and proposals affecting the LGA and on ways of measuring achievement;*
 - *Support staff in their work;*
 - *Conduct Staff Surveys every year.*

Performance Appraisal

Performance Appraisal is a confidential dialogue between each staff member and his/her manager. It starts at the beginning of the year with agreement about the **objectives** expected to be achieved during the year. A **Mid-Year Review** provides an opportunity to assess progress and update the objectives as necessary.

The Performance Appraisal **discussion** at the end of the year allows an assessment of how well the objectives have been achieved, how effectively the competences have been demonstrated, and the development of a **Personal Training Plan**. The forms below provide a model framework for Performance Appraisal.

Example: Outline of an Annual Staff Performance Appraisal Form

- **Name / Relevant dates / Grade:**
- **Timetable for completing Form:**
- **Job title / purpose/ responsibilities / resources managed:**
- **Summary of [up to 6] job objectives and an assessment of achievement:**
- **Management objective and assessment of achievement:**
- **Personal objective and assessment of achievement:**
- **Assessment of competences in job (see below):**
- **Personal Training and Development Plan:**
- **Overall performance assessment:**

It is essential that Performance Appraisal is seen as a supportive process and allows staff to communicate freely with their managers. It is about helping staff become more effective. It is an opportunity for each manager to get feedback on their performance.

When Performance Appraisal is used with the idea of command and control, any dialogue will not be open and exhaustive and its benefits will be minimised.

Example: Form for assessing job competences

ASSESSMENT OF COMPETENCE IN CURRENT JOB				
A = Consistently demonstrates competence at high level				
B = Consistently demonstrates competence at satisfactorily level				
C = Requires development of competence				
COMPETENCE	A	B	C	ASSESSMENT (with examples, training needs etc)
Working with people				
Delivery of results				
Analysis, problem-solving and decision-making				
Communications				
Personal effectiveness				
Using/managing resources				
Managing and developing staff				
Job expertise and professional competence				
Building and leading a team				
Strategic thinking and planning				

Performance management

Performance indicators are about using data to assess performance in any area, including HR. It is essential they are used properly:

- They should focus on a few priorities; too many indicators become bureaucratic.
- They should be 'owned' by the person using them, so that they are used to drive up performance and not just as a paper exercise.
- They should be used to show where performance is good, and where action is needed.
- They should be used systematically and with discipline as part of every day work.
- They should be clearly defined so they measure exactly what they are meant to measure.

PERFORMANCE INDICATORS FOR HR DEVELOPMENT IN THE LGA

<ul style="list-style-type: none">▪ <i>Levels of absenteeism and sickness;</i>▪ <i>Rates of staff turnover;</i>▪ <i>Levels of staff motivation;</i>▪ <i>Staff understanding of LGA priorities;</i>▪ <i>Staff willingness to change;</i>▪ <i>Level of delegated responsibilities;</i>	<ul style="list-style-type: none">▪ <i>Staff use of training opportunities;</i>▪ <i>Staff satisfaction with LGA communications;</i>▪ <i>Staff satisfaction with the LGA leadership;</i>▪ <i>The use of individual and team performance indicators;</i>▪ <i>The use of information technology.</i>
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5. WORKING WITH MEMBERS

The LGA should ensure that every new member of the Board or of any Committee should be trained to understand the powers and obligations of the Board/Committee, its objectives, its limitations and its ways of working.

Members should receive proper briefing for each meeting and any support necessary for effective follow-up. In this way, they will come to appreciate the work of the LGA.

There are many points of contact between the Executive Director and members:

- *With Board members, both individually and as the Board;*
- *With the Board Chairperson;*
- *With the General Assembly and Committees and Task Forces;*
- *With individual Mayors who come to seek assistance, offer suggestions or want to promote particular policies or legislative proposals;*
- *With local authorities receiving LGA services;*
- *With local government spokespersons when the Press have an interest.*

In particular, the Executive Director will want to meet with the Chairperson of the Board at least once a week to discuss issues, plan forthcoming events, assess recent activities and agree priorities.

It is important that these contacts are conducted properly. Here are some unwritten rules:

TEN GOLDEN RULES OF MEMBER CONTACT

1. Respect the Board members for what they are: the managing body of the LGA. Show that you listen; help them to understand the issues so they can make intelligent decisions with a sense of commitment; keep them up-to-date; make them feel indispensable.

2. Combine professional competence and humility when participating in the Board or the General Assembly; share with them your ambition but let them own it. Your job is to make best use of their funding to deliver their priorities.

3. When members are negotiating with central authorities, ensure they understand their responsibility for delivering their side of the negotiated outcome.

4. Treat every positive suggestion from members seriously; investigate the options and report back on the outcome.

5. Make it clear that the LGA is not in the business of giving individual favours.

6. Engage members with specific interests or expertise to contribute to the work of the LGA within clear limits, whether through membership of Committees or Task Forces or by working with particular members of staff on specific proposals.

7. Always show that you are aiming at high standards; do not put up with anything second class.

8. Treat the Press as potential friends of local government; act with patience and honesty, but always be careful to avoid potential pitfalls.

9. Always think about how well the LGA is engaging minorities; ensure particular groups are never excluded from the mainstream.

10. Don't try to do everything yourself; delegate with trust and high expectations; harness the energies of others in a common purpose.

KEY MESSAGES

- **Good leadership is about confronting challenges and applying good practices with determination.**
- **Know that the LGA reflects the views of its member local authorities and listens to its stakeholders.**
- **The Committee structure must add value; members must have the chance to contribute.**
- **Operational management is the business of staff; the business of leadership is leadership.**
- **Strategic management is about strategic thinking.**
- **Staff are the LGA's greatest asset; they should be the best; be proud of them; celebrate their success;.**
- **Good communications is the glue that gives the local government community a common purpose.**
- **Set down and disseminate the LGA policies and procedures in a Manual and its personal standards in a Code of Conduct.**
- **Treat all members with care, humility and professional competence.**

6A. SELF ASSESSMENT: SUCCESS FACTORS FOR EFFECTIVE ORGANISATION

Consider the success factors set out in the table below and assess how well your LGA achieves them. Where achievement can be improved, list the actions to be taken.

SUCCESS FACTORS	HOW WELL DOES YOUR LGA ACHIEVE THEM?	ACTION
<ul style="list-style-type: none"> ➤ <i>The LGA has a light and flexible approach that encourages member participation.</i> ➤ <i>There is a balanced representation of different sizes of local authorities, parties and minority groups.</i> ➤ <i>The structure supports the strategic goals of the LGA.</i> ➤ <i>Are staff and political leaders working towards the same goals with a clear division of responsibilities.</i> ➤ <i>The LGA takes a strategic approach that focuses on key issues and accommodates the wide range of member interests.</i> ➤ <i>There are mechanisms that facilitate two-way communications, providing forums for debate, feedback, information and sharing good practice.</i> ➤ <i>The LGA's committees are credible and well-structured, and ensure the active involvement of members.</i> ➤ <i>The LGA has the ability to respond quickly to events and to set a forward-looking agenda.</i> ➤ <i>There are mechanisms for developing innovative policy ideas and promoting particular initiatives.</i> ➤ <i>The LGA has the ability to target specific members with its communications strategy and service provision.</i> ➤ <i>There are regulations limiting the influence of party politics.</i> 		

6B. SELF ASSESSMENT: SUCCESS FACTORS FOR EFFECTIVE MANAGEMENT

Consider the success factors set out in the table below and assess how well your LGA achieves them. Where achievement can be improved, list the actions to be taken.

SUCCESS FACTORS	HOW WELL DOES YOUR LGA ACHIEVE THEM?	ACTION
<ul style="list-style-type: none"> ➤ <i>The budget is in line with the Strategic Plan.</i> ➤ <i>Financial reports are provided on a regular basis within set deadlines.</i> ➤ <i>The LGA has a good fee collection procedure.</i> ➤ <i>The LGA has a robust audit framework.</i> ➤ <i>The LGA has a Manual for policies and procedures that is available to all and is regularly reviewed.</i> ➤ <i>There are training opportunities for all staff.</i> ➤ <i>There is high motivation among staff.</i> ➤ <i>The LGA uses a performance management approach with clear job descriptions, staff appraisal and incentives to perform well.</i> ➤ <i>The LGA is recognised for its good leadership.</i> ➤ <i>Leadership is encouraged throughout the organisation.</i> ➤ <i>The Executive Board is well managed and its members each contribute to the work of the LGA.</i> 		