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MASTER OF BUSINESS ADMINISTRATION

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Community Leadership in Liverpool City Council

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Liverpool City Council**

A dissertation submitted for the degree of
Master of Business Administration

1 June 2010

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Abstract

The government places a great deal of importance on authorities being effective community leaders it has been enshrined in legislation since 2000 (LGA 2000 and RRAA 2000) and yet community leadership is still a relatively new term.

There are key challenges effecting local government over the next ten years and every penny of public sector funding is required to be accounted for.

“Now more than ever taxpayers need to see that each pound of their money is working as hard as they did to earn it in the first place and is meeting their needs” John Denham, Secretary of State for Communities and Local Government.

It is critical that members, the authority, partners and the community are clear on the responsibilities of local members acting as community leaders, the key skills and working practices required to carry out the role and that structures and systems effectively support it.

The study will assess the level of understanding of community leadership in Liverpool City Council, and examine the key skills knowledge and working practices of those viewed as effective Community leaders together with what changes have been made which have had a positive impact upon the role. It will also consider what needs to change further in light of the developing role for members and to effectively respond to legislation.

Declaration

This work is original and has not been submitted for any other academic purpose. All secondary sources are acknowledged

Signed

Date

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CHAPTER ONE - INTRODUCTION

1.1 Background to the Research

The dissertation looks to examine the role of local members acting as community leaders and how that role is carried out and supported within Liverpool. It seeks to explain what it means to be a community leader in this context as well as the attributes, skills, capacity and behaviours to be effective James and Cox (2007). Organisationally changes have already been made to better support local members. The research will look at the impact of those changes and possibly recommend what organisationally needs to change further Kotter (1980).

Through various white papers, policy directives and pieces of legislation Communities in Control (2008) Strong and Prosperous Communities (2006) and the Local Government and Public Involvement in Health Act (2007) the government has endeavoured to establish frameworks and guidelines to ensure local members and local authorities are fulfilling their community leadership role. This together with the Council's key aim to Develop our Communities (Corporate Plan 2009-2012) and ensuring we have thriving neighbourhoods (Sustainable Communities Strategy 2009 – 2024) means that it is critical that there is an understanding within the organisation including elected members, partners and the public as to what is required of the role of a community leader in the City.

The researcher has been involved with the introduction of the new Executive Arrangements in 2000 which brought in the Cabinet and Leader model of governance within the authority and is also responsible for elected member development programmes and the provision of training for officers on governance related matters. This piece of research is timely as the Council has just completed a review relating to the recruitment and changing role of elected members entitled the 'Liverpool Commission'. The resulting response by the Council requires a greater understanding as to how the role

of community leadership is supported, Liverpool Commission (2009) (Report LS/33/09).

1.2 Research Question

Having regard to the above aim of the Council and also the government directives the dissertation will seek to clarify why some community leaders are more effective than others, examine how elected members both view and carry out their community leadership role and how that differs from other forms of leadership. In having a better understanding of community leadership recommendations will be made as to what has changed or needs to change further within the organisation to make local members more effective community leaders.

The dissertation will involve reviewing relevant literature, interviewing key members and officers as well as analysing two focused questionnaires sent to all members relating to their role and supporting structures and a street survey, Saunders et al (2009). The information will be triangulated, Mangan et al (2004) and the data analysis will seek to identify key concepts, patterns and emerging theory, Amaratunga et al (2002).

Specific research objectives are -

- To investigate the level of understanding of community leadership within the organisation by elected members, officers, partners and the community.
- To understand what makes an effective community leader within Liverpool City Council (including methods of working, knowledge, skills, traits and characteristics).
- To investigate what organisationally has changed within the Authority which has had the most impact upon the role or needs to change further in terms of structures, resources, systems and processes to make local elected members more effective community leaders.
- To make recommendations, if appropriate, to improve training, structures , systems and processes.

1.3 Justification for the Research

The term community leader is now well established in local government Leach (2006) and Sullivan and Sweeting (2006) and delivering effective community leadership is seen as the key aspiration and evidence of an excellent performing local authority (Corporate Area Assessment 2009) and Hambleton (2008).

Liverpool City Council in recent years –

1. Has embarked on a major neighbourhood devolution programme with a key aim being to deliver responsive services to the local community and better support to local elected members (report CS/019/10). Working with partners to ensure local members can represent and take action on behalf of their community Wilkinson and Craig (2002)
2. Has reviewed member training programmes to ensure they are tailored and take account of future and developing roles of members (report LS/20/10)
3. Responded to relevant legislation (LGPIHA 2007) which has meant a number of new processes and systems have had to be introduced to meet regulations and new duties
4. Has introduced a new Business Planning Framework looking to develop an active leadership programme as well as highlighting the need for clear customer focus and effective neighbourhood delivery (Business Planning Guidance 2010.11)
5. Has agreed an ambitious Medium Term Financial Plan (MTFP 2010 - 2013) which identifies the savings and efficiencies required to be made within the organisation over the next three years. This together with the view of government stressing that public services needed to “seize the opportunity to change public services through initiatives such as ‘Total Place’ (DCLG website) and cut bureaucracy means all local authorities need to examine how they are delivering services to ensure value for money is achieved, that services are of a high quality and that the aspirations of local communities are being met (Corporate Area Assessment 2009). Central to achieving this are the local

elected members as they have a good understanding of the needs of the community that they represent and lead Hambleton (2008) and Simpson (2008).

The work of the Liverpool Commission whose recommendations have recently been considered by the Council (LS/33/09) has highlighted the need for a clear view within the organisation as to how community leadership is supported, the need for accessibility to community leaders and that their methods of communication are effective for the community that they serve, Liverpool Commission (2009).

The literature review outlined in chapter two identified –

1. A number of key distinctions between community leadership and other forms of leadership, Hambleton(2008) Northouse (2010) Sullivan (2007) and Simpson (2008) and why that matters for local authorities
2. Some, working practices, knowledge, key skills, traits and characteristics which have been found in effective community (political) leaders Hayes Group (2009) and aspirations for future roles James and Cox (2007) and LGIU (2008) and IdeA (2009.10).
3. The importance of ensuring effective working relationships between officers and elected members (IdeA top performing teams 2004) that governance structures are fit for purpose LGIU (2008) and Wilkinson and Craig (2002), support systems actually recognise the developing role, James and Cox (2007) and training and development programmes are relevant and focused to ensure community leadership is achieved, Hambleton et al (2009) Simpson (2008).

The actual research question would assist the researcher in having a greater understanding of the community leadership role Creswell (2002).

1.4 Methodology Overview

Chapter three outlines the methodology adopted. The researcher adopted a phenomenological approach centred on case study looking at phenomenon operating in a real life context Yin (2004) and Amaratunga and Baldry (2001). This was a qualitative study and an interpretive approach was taken Saunders et al (2009) in reviewing relevant literature this enabled the theories to be tested (deductive) and the researcher looked to build the theory on community leadership (inductive) Saunders et al (2009). The primary data was collected through semi structured interviews which was viewed the most appropriate method for the qualitative study King (2004) and allowed an overall picture to be established, Amaratunga et al (2002). This together with two focused questionnaires to all elected members ensured that the research was completed within the time frame set Barnes (2001) and Robson (2003) and that a rich supply of relevant data was collected, Patton (1990). Although some may argue the reliability of this approach may not be significant as it is much more subjective in nature, Amaratunga et al (2002) the findings and conclusions indicate that generalisations are appropriate and justified Mangan et al (2004).

1.5 Outline the Chapters

Chapter one outlined why effective community leadership is important for local authorities and an indication on the areas which have been covered by the literature to date. The Chapter outlines the research question and objectives and methodology which has been adopted. The Chapter indicates some related pieces of work which are currently ongoing within the organisation to which this piece of research will assist and therefore justifies the research. The methodology and reasons for the methodology are explained in greater detail in chapters two and three.

Chapter two provides a comprehensive review of the literature relating to community leadership and focuses on community leadership within a local authority and in particular the role of local members. The literature review has informed the research questions, aims and objectives Saunders et al (2009).

Chapter three outlines the chosen methodology for the research. The reasons for the adoption of the phenomenological research paradigm and related research strategies are explained together with ethical considerations and the limits associated with qualitative study.

Chapter four outlines the research findings.

Chapter five presents research findings and conclusions, a critical review of the methodology and indicates opportunities for further research.

Appendix 1 presents the recommendations related to this piece of research questions, aims and objectives and an action plan for implementation

1.6 Definitions and Glossary of terms

Term used	Definition
LCC	Liverpool City Council
LSP	Local Strategic Partnership
WNF	Working Neighbourhood Fund
CCIF	Councillors Community Initiative Fund
DCLG	Department of Communities and Local Government
ABG	Area Based Grant
NIs	National Indicators
PDP	Personal Development Plans
LDL	Liverpool Direct Limited
LGIU	Local Government Information Unit
IDeA	Improvement and Development Agency
NPWGs	Neighbourhood Partnership Working Groups
LGPIHA 2007	Local Government and Public Involvement in Health Act 2007
LGA	Local Government Association
RRAA 2000	Race Relations Amendment Act 2000
NAAAs	Neighbourhood Area Agreements
MTFP	Medium Term Financial Plan

Term used	Definition
ECDL	European Computer Driving Licence
CAA	Comprehensive Area Assessment
ICT	Information Communication Technology

1.7 Summary

This chapter has introduced the research question and aim of the study. The research has been justified and methodology outlined and justified. The limitations to the study are detailed together with the layout of the report. On these foundations, the dissertation can proceed with a detailed description of the research and ultimately an answer to the research question.

CHAPTER TWO - LITERATURE REVIEW

2.1 Introduction

A literature review is important to identify the major literatures relevant to a project and to explain why they are significant Fisher (2007). This dissertation is not produced in a vacuum but rather builds on the ideas of other people who have studied the field before, Saunders et al (2009). The review of literature is an integral part of the exploratory phase of data collection and therefore theoretical issues must be understood Yin (1994). The review helps refine the research questions and objectives and avoids simply duplicating work that has already been done Gall et al (2006).

2.2 Parent Disciplines/fields and themes

The key themes informing the study are the nature of leadership specifically community leadership Sullivan (2007), change management Lewin (1947) and Beer (1980) embedding change Kotter (1995) and organizational culture Kotter (1980).

In order to critically analyse what it means to be an effective community leader within Liverpool City Council it is important to define leadership in this context and setting. Reviewing fundamental concepts in leadership will assist in gaining a better understanding of what it means to be a community leader and help determine any organisational issues which need to be considered and addressed to support the role more effectively Hughes et al (2009).

2.3 Understanding and defining Community Leadership

2.3.1. What is leadership?

There are many theories on leadership with conflicting interpretations Northouse (2010) and Hughes et al (2009). The classical definitions for leadership range from directing and co-ordinating the work of group members Fielder (1967) to a complex form of social problem solving Mumford et al (2000). The ends of leadership being to get results through others Hogan et

al (1994) In fact there are as many definitions of leadership as there are people who have tried to define it Stogdill (1974) with 65 different classification systems which have been developed to define the dimensions of leadership Fleishman et al (1991) with some actually trying to define dimensions for Community Leadership, James and Cox (2007).

2.3.2 Types of Leadership

In terms of exercising leadership it is clear that context matters. To be an effective community leader may mean that a certain approach to leadership in one setting might not be appropriate in another Hambleton (2008). The success of leaders may therefore be less important than forces - economic, political, institutional and cultural - shaping the context within which they exercise leadership, Hambleton (2008). Sometimes called situational leadership, at other times contingent leadership, Gardener (1990). Clarifying the situation in which community leadership operates will give some insight as to the factors that influence effective community leadership, Hayes (2008).

Transformational leadership is also part of the new leadership paradigm that incorporates charismatic and visionary leadership, Bryman (1992), these have replaced the old notions of situational and contingency leadership Fielder (1964 and 1967) or transactional leadership Burns (1978).

The local elected member is the only person within the community with a democratic mandate to call themselves the local 'community leader', Hambleton (2008) and Simpson (2008), as they have been elected by the community they serve, Sullivan (2007) and therefore have been assigned leadership, Northouse (2010). It could be argued that community leaders can emerge (emergent leadership) Hogg (2001) in which case the community leader emerges from the group that they most fit with and can therefore legitimately represent, Northouse (2010). Another common viewpoint is that local members (community leaders) are not re elected to office based on political party manifestos but rather the ability to make things happen within the local community, Hayes (2008) Simpson (2008) and Hambleton (2008).

Civic Leadership is taken to mean 'all leadership activity that serves a public purpose' this resonates with the notion of Community Leadership Leach (2006) and Sullivan and Sweeting (2006). Community leadership being 'to recognise the needs and values of the community and lead and enable responses to them (IdeA 2004). The Government has stressed the importance of effective community leadership through legislation and various white papers including 'Communities in Control' (2008) broadly indicating the role of the local authority in community leadership is to –

- Develop a vision for the locality
- Working in partnership with others to deliver that vision
- Guaranteeing quality of services for all

Clark and Stewart (1999).

Community leadership could be viewed as one of collective responsibility and echoing the need for connectivity inside and outside the organisation, Alimo Metcalf and Alban – Metcalf (2006) it being a social influencing process, Bass (1998). 'Politicians no longer succeed by directing their authority but must provide leadership across the community', Hayes Group 2008.

In a metra evaluation survey of local authorities in 2004, 89% indicated that the community leadership role had actually facilitated greater collaboration amongst local organizations, Sullivan and Sweeting, (2006). Yet there is little shared understanding of the qualities required for effective leadership in today's public services, Alimo Metcalf and Alban – Metcalf (2006) and even less understanding of community leadership Sullivan (2007). The literature and studies to date outline the framework and intention for community leadership in local authorities but more attention needs to be given to the role of individual elected members as community leaders.

2.4. What makes an effective Community Leader?

2.4.1. Effective Leadership

Measuring the effectiveness of leadership is not as straightforward as it may appear, Hughes et al (2009). One view is that the best measurements to assess a leader's performance is the leader's ability to build an effective team and get results Kaiser and Hogan (2005). In terms of measuring the effectiveness of a community leader it is even more complicated as local leaders are dealing with complex social issues and broker the needs and the wants of diverse communities with competing and sometimes opposing views, Hambleton and Sweeting (2004) Simpson (2008) and Sullivan (2007), What may be viewed as a success to one part of the community may not to another, Hambleton (2008).

The study undertaken by Hambleton and Bullock 1996 (see appendix 2) outlined a set of aspirations for effective local leadership in local government which included -

- Articulating a clear vision for the area
- Promoting the qualities of the area
- Winning resources
- Developing partnerships
- Addressing complex social issues
- Maintaining support and cohesion

These may not all be appropriate indicators in all settings but could be used as a guide as to the key aspirations for authorities in which community leaders are measured. Measuring political performance has however always been a thorny issue Simpson (2008) although there are key characteristics which have been identified in high performers in political leadership Hayes (2008).

2.4.2 Ways of working, knowledge and skills

The Local Government Information Unit (LGIU) study (2008) indicated that the role of local members was integral to the governance arrangements for the whole of the Council and its partners and suggested a range of solutions to build capacity and effectiveness (see appendix 2) which included brokering and ICT skills as well as reviewing service standards and performance skills and stressed the importance of having good neighbourhood and ward based governance structures. The list strongly indicates that supporting frontline Councillors in their neighbourhood role potentially draws upon the resources of the whole council and reconfigures how the council is organised to support that role. The ranges of solutions identified could be tested against the views held by local members and officers within Liverpool.

2.4.3. Characteristics and Traits

The trait perspective of leadership as opposed to leadership as a process suggests that there are a number of individuals with innate characteristics - natural born leaders, Jago (1982). In the words of Max Weber, “we expect a certain quality or personality by which the (charismatic leader) is set apart from ordinary men and is treated as endowed with ...exceptional powers and qualities”. Describing leadership as a trait is different to describing it as a process Northouse (2010) see figure1 below

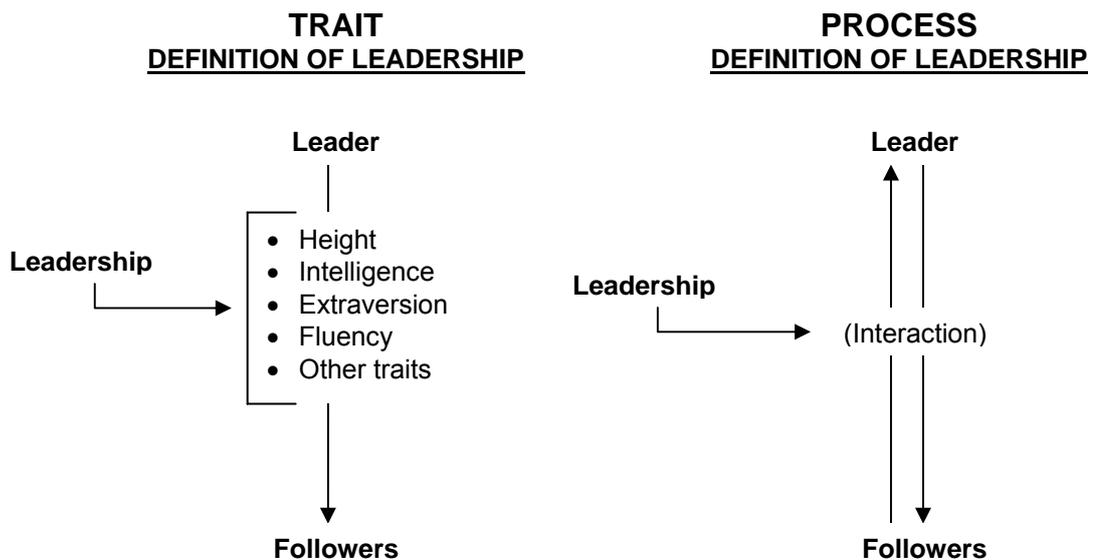


Figure 1. (Source Northouse 2010)

Therefore leadership styles and traits are important to explore, various models of leadership maybe required for local members to be effective i.e. visionary, Sashkin (1988), Charismatic, House (1977) Conger (1999) House and Howell (1992) and Popper (2005) and Hay Group (2008) or even transformational Bass (1985).as this would also give some insight to why some members are more effective community leaders than others.

Qualities like vision, strength, stamina, energy, inventiveness and commitment are associated with successful leadership Hambleton (2008). The work by the Hayes Group (2008) outlined four key characteristics for high performers in community leadership –

- they build relationships – through listening and managing participation
- They communicate and stick to a vision
- They challenge the status quo
- They act with integrity, taking personal accountability for challenging convention

Examining the conduct and behaviour of known leaders in the community will provide valuable insights on the exercise of community leadership Adair J (2002).

2.4.4 Community leaders need to be local and visible

Community leaders need to be representative of the communities that they serve, Communities in Control (2008) and Councillors Commission (2007). However local politicians are viewed as distant leaders, Alimo Metcalf and Alban – Metcalf (2006) and to some as inaccessible (Ipsos MORI poll 2001) and yet they can no longer discharge their duties by simply casting their vote in the Town Hall, Hayes (2008) they need to be the channel for ongoing engagement an alliance builder and mobiliser, Hughes et al (2009). It is widely acknowledged that Councillors are significantly unrepresentative of the population as a whole, and, more alarmingly, voluntary community activists – the very people who might be expected to make strong candidates for council office feel they are more effective by remaining outside local government, Hands et al (2007). The Liverpool Commission (report

LS/33/09) stressed the need for mentoring and shadowing schemes for the local community to encourage and facilitate recruitment from diverse sections of the community. Elected members themselves have identified the complexity and challenges of advocating for marginalized groups at a very local level James and Cox (2007).

Members therefore need to have an understanding of the needs of their community Hambleton (2008) and be able to communicate to their community and relevant organisations if they are to be effective Hayes (2008). The actual pace of change in many communities has been identified as an issue, in particular members operating in highly diverse or very mobile populations James and Cox (2007).

2.4.5 Defining the future role

The work carried out by James and Cox (2007) outlined the aspirational role for the future ward councillor and identified ten core dimensions of the role they felt essential if members were to operate more effectively as community leaders in the future. This indicated that members should be the first port of call rather than the last for the community and officers and should be able to make better decisions locally and strategically which means having access to the right information and playing a bigger role in local partnerships (see appendix 2).

This framework and core dimensions could be used in assessing whether these key roles feature and are reflected within the roles carried out by local members within Liverpool City Council and assist with the production of any future job description.

2.5 What organisationally has changed within the Authority or needs to change further

2.5.1 Managing change in a local authority

Kurt Lewin (1947) and (1951) provided some useful insights into the nature of change and barriers to implementing the change referred to as the driving

and restraining forces to change, and indicated a three step approach to change. Beer (1980) outlines that any changes can take months to implement and developed a systematic model (roadmap) which can be followed for implementing change, Beer (1988) and Beer et al (1996) also states that the first place to start is with the knowledge and attitudes of individuals as well as ensuring any top down initiatives needs to engage future leaders, Beer (2001).

Some members may fear change with a view “if it isn’t broke, don’t fix it.” Lewin (1951). Those members who are reticent to change may wish to maintain the status quo, McNulty (2003) and Pettigrew (1972) and feel that a change is inconsistent with their values and is not what they signed up for, Argyris (1964) or even a threat to their power, Zaltman and Duncan (1977). Blockers and resisters to change will need to be identified, Kotter and Schlesinger (1979) as well as possible change agents, Hayes (2007) and playmakers, Pit, McCauley and Sims (2002) in the change process. Mapping of stakeholder power and influence, Mendelow (1991) to ensure any change is sustained, Dunphy (1996) is important, including the government and the community, Clarkson (1995). Evaluating communication systems for communicating change is also key, O’Reilly and Pondy (1979).

This type of planned change may feel incremental but could actually result in a transformational change in the way the authority operates, Nadler and Tushman (1995).

Organisational models can help establish what needs to be changed in order to improve the effectiveness of members, in this context organisational effectiveness could be defined in terms of attributes and values of the most powerful constituencies, Hayes (2007). The stakeholders that dominate the political process define the purpose of the organisation and key indicators of organisation effectiveness, Simpson (2008). Kotter (1980) states it is a system of interconnected choices and any analysis will need to go beyond a simple description of the component parts and relationships that exist, Nadler and Tushman (1980). If the role of local elected members becomes more

prominent and powerful then other elements of the organisation will need to change, Kotter (1980).

2.5.2. Interplay between leadership and management

It is accepted that leadership is a complex phenomenon involving a relationship between the leader, the follower and the situation, Fred Fiedler (1967) and Hollander (1978). There needs to be an understanding of what power and influence leaders have to direct the efforts of followers Hughes et al (2009). Although early researches paid little attention to the roles followers play Bass (1985) and (1990) it is clear they do have an impact on the leadership process, Scandura et al (1986) and in effect are in a relationship together Rost (1991).

As argued by Kotter (1999) leadership and management are different constructs. Kotter sees managers planning, controlling and organising whilst leaders focus on visioning, networking and building relationships. Bennis and Nanus (1985) indicate leadership means to influence others and create visions for change whilst political leadership is viewed as the ability to bring together coalitions to make things happen Simpson (2008) even if there is conflict, Hambleton and Sweeting (2004). A key responsibility therefore for political leadership is to hold coalitions to be able to make things happen, Hambleton et al (2009) and Gains et al (2007) with collective leadership being deemed necessary in pluralistic settings, Denis Lamothe and Langley (2001) as opposed to individual leadership, Bennis (1959). A view echoed by Burns (1978) that power occurs in relationships and should be used by leaders and followers to promote collective goals. A greater understanding of political and community leadership would enhance current understanding of managerial and organisational leadership with clear distinctions to be made to political and managerial leadership, Young (1987) and parallel distinctions to social and organisational leadership, Simpson (2008).

The interplay however between political leadership and management is vital in local government Hambleton et al (2009). Getting this relationship right is crucial for the development of successful community leaders

(Comprehensive Area Assessment 2009). This can be difficult as they are seen by some as two parallel but competing systems of logic Nalbandian (2007).

It is also argued that the political role is not deemed as an important factor as focusing on the well being of their community (or ward) and therefore Councillors should be more neutral in the way they operate, James and Cox (2007). This has to be considered in the context that elected members do not want to become service managers to be effective community leaders as they view the distinction between the professional managerial role and their political and community advocate roles as critical and important in the way they themselves engage with the community, James and Cox (2007) Simpson (2008) and Young (1987).

The IDeA have developed leadership programmes that combines leadership development for Councillors and officers. However this gives the impression that politicians decide policy and officers implement it see figure 2. This is a flawed understanding and creates much tension and confusion in local politics and local authorities Hambleton et al (2009)

Figure 2:
Joint local leadership – assumed model

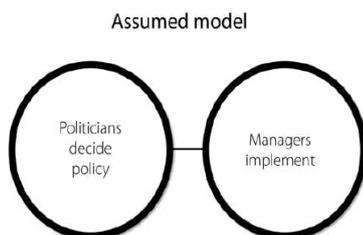
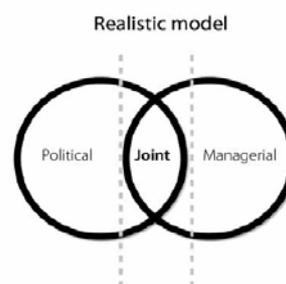


Figure 3:
Joint local leadership – realistic model



(Source: Andrew Holder, AHA Consultancy UK (2006) in 'Inside Top Teams - A Practical Guide', Improvement and Development Agency (IDeA).

The reality is shown in figure 3 the leadership roles overlap between members and officers. Therefore having an understanding of roles and dynamics of the relationship is critical in developing effective community

leadership both locally and strategically LGIU (2008). (Comprehensive Area Assessment 2009).

2.5.3 Structures, supporting systems and processes

The development of local leadership is also associated with the introduction of the new strengthened political executive leadership Sullivan (2007). As stressed by Clark and Stewart (1999) each authority needs to ensure it systematically looks at its structures and approach to community leadership and community governance to ensure it is effective and responds to the needs of the community. The shifting focus from the Town Hall to the community means there needs to be a change in culture and the operation of some executives in releasing power and control, James and Cox (2007) and Hayes (2008).

In relation to the areas of change identified by James and Cox (2007) (appendix 2) the Council has introduced a new business planning framework and been working on a programme of devolution, developing effective neighbourhood governance and ward based engagement structures, Liverpool Commission (LS/33/10) and (Report CS/019/10). The impact and development of these initiatives will be seen as key to better supporting members in their community leadership role (LS/33/10).

Leadership of place means that local politicians must also be influencers, place shapers and strategic leaders of other partners in the local area (Leadership Center 2009). This type of collaborative working is problematic, (ODPM 2006), Gains et al (2007), Papadopoulos (2007) and Mathur et al (2003). Councillors recognise the value of partnership working but fear their democratic roles are being downgraded by the growing number of partnership policies introduced by Central Government and non executive members (backbenchers) saw grass roots partnerships as a threat to their traditional community leadership role, Wilkinson and Craig (2002). Members also find it difficult to get relevant information from other statutory agencies (LGAR and LGA and IDEA 2007) and sought freedom to deliver policies in other ways, which would make them more able to meet the needs of their

communities, Wilkinson and Craig (2002). Effective engagement in the workings of the local strategic partnership is important Gains et al (2007) in order that local members can carry out their community leadership roles.

2.5.4 Can Community leadership be taught?

Assuming leadership is a combination of genetic and acquired factors there are several implications for the local authorities to create systematic processes for community leadership development, Popper (2005). There is value in establishing competencies around the community leader role, Whiddet and Hollyforce (2003), Silvester (2008), and Hay Group (2008). The work by the Hayes Group in 2008 outlined a performance framework for the politician as a community leader (appendix 2) one of the key strands being that members focus on public outcomes, rather than functions and processes, working with whatever group has influence on these outcomes.

There is however quite a bit of scepticism that competency frameworks actually work, and Nicklen (2008) and getting members to sign up to them is problematic Simpson (2008).

There are joint development programmes for members and officers Simpson (2008). The work by the IDeA produced a Leadership Capacities Framework which distinguishes seven leadership capacities to ensure effective joint leadership within councils (IDeA 2006).

It must be stressed however that there are physical, psychological and cultural barriers Temporal, (1978) and Mumford and Gold (1989), to training and development to overcome, (Liverpool Commission 2009) as members can be resistant to training and development. Many rely on actually learning in the job, Revans (1982 and 1998) rather than taking up key training opportunities (report LS/33/10). Yet many have highlighted they are ill equipped to undertake future roles James and Cox (2007) and some would benefit from tailored made programmes Hayes (2008).

2.6 Process and Systems

It is essential that the system and processes which support members allows for speed, quality and clarity of information (Liverpool Commission 2009).

Delivering Community Leadership (Conceptual Model) Figure 4



2.7 Explanation of Conceptual Model

The model at figure 4 shows that in terms of community leadership there are certain expectations or results (outcomes) which are expected from members, James and Cox (2007), Hayes (2008) and Hambleton et al (2009) either directly from the community LGIU (2008), Liverpool Commission (2009) or in response to legislative requirements (LGPIHA 2007). In order to achieve these outcomes, members require certain inputs (things which they need) which range from developing key skills, obtaining relevant information, to clarifying the actual role Hayes (2008) LGIU (2008), Sullivan (2007) and IDeA (2009). Utilising the model will help focus the research on whether local members in Liverpool view the key inputs as important to being effective and whether the outcomes identified really matter to members or the community that they represent.

2.8 Summary

The literature review has highlighted through numerous articles and government directives the importance of community leadership for local government. There has been work undertaken looking at how the future role may look James and Cox (2007) together with the need for effective supporting governance structures LGIU (2008) with some characteristics and skills identified of effective community leaders Hayes (2008) and LGIU (2008). There has not been a detailed examination of what is required to be an effective community leader in Liverpool City Council. This would add value to the development of knowledge in this field Yin (2004), Amaratunga et al (2002) and ensuring it is supported effectively will assist the organisation in delivering its key aim of 'Developing our Communities' (Corporate Performance Plan 2009 - 2012). A key point that emerges from the literature is that the way leadership is conceptualised has profound implications for the way leadership is actually exercised and supported, Adair (2002).

Chapter two has provided a comprehensive review of the literature relevant to the issue of community leadership and focuses on the community leadership role of local elected members (politicians) operating in a local authority. The literature review has helped shape the research question,

aims and objectives and has directed the chosen phenomenological research paradigm outlined in chapter 3.

CHAPTER 3 METHODOLOGY

3. Introduction

Research methodology refers to the procedural framework within which research is conducted Remenyi, et al (1998), although there is no consensus on the definition of research there is agreement that –

1. Research is a process of enquiry and investigation
2. it is systematic and methodological
3. research increases knowledge

Amaratunga et al 2002

Buckley et al (1975) suggest that an operational definition of research requires the satisfaction of certain conditions and ignoring philosophical issues can seriously affect the quality of research, Amaratunga and Baldry (2001). Understanding the philosophical positioning of research is also particularly useful to clarify designs and methods for a particular research, and identify which are more likely to work in practice (Easterby-Smith, 1991).

3.1 Research Philosophy

Research paradigm

The concept of the paradigm is central to the research process Mangan et al (2004) and is a very general conception of the nature of scientific endeavour within which a given enquiry is to be undertaken, or simply put a paradigm is a “world view” Wittgenstein (1961). Burrell and Morgan (1979) in their seminal text ‘Sociological Paradigms and Organisational Analysis’ applied the notion of paradigm to the social sciences. In the context of this research it means that the paradigm is a way of examining social phenomena from which particular understandings can be gained, Saunders et al (2009). To some researchers establishing the relevant research paradigm is the first step to be taken before research methods are to be examined, Guba and Lincoln (1994). The research philosophy contains important assumptions which underpin the research strategy Saunders et al (2009). An awareness of the research paradigm ensures we understand what it is we are

investigating and helps defend the philosophical approach which has been adopted Johnson and Clarke (2006),

The subjectivist view is that social phenomenon are created from the perceptions and consequent actions of social actors Saunders et al 2009. Therefore in this research study it is the meaning that the social actors (i.e. local members as community leaders) put to these phenomenon that is important.

Positivism V Realism paradigm

Two distinct philosophical approaches or schools of philosophy Gummesson, 2000); Hussey and Hussey, (1997) to developing research have been the subject of along-standing debate: positivism and realism (which is also known as the interpretative or phenomenological approach) Amaratunga and Baldry (2001).

Easterby – Smith et al 1991 summarised the main differences between the positivist and phenomenological viewpoints. Therefore in looking at the paradigm choices it is clear that different methods are appropriate for different situations Amaratunga et al 2002.

Positivism

The positivist approach, often designated as qualitative research, believes that the subject under analysis should be measured through objective methods (Remenyi et al., 1998). Positivism searches for causal explanations and fundamental laws (Easterby-Smith, 1991; Remenyi et al., 1998). The researcher, in this instance, would therefore need to take the stance of a physical or natural scientists, Saunders et al 2009. This approach also takes the view that the researcher needs to be independent and not affected by the research (Remenyi et al., 1998).

Phenomenological paradigm

The realism approach however also known as the interpretative or phenomenological approach, understands reality as holistic, and socially

constructed, rather than objectively determined, Susman and Evered (1978). Phenomenology is the study of how things appear to people and how people experience the world, Shultz (1967). The researcher needs to appreciate the different constructions and meanings people place upon their own experiences and the reasons for these differences Remenyi et al 1998. The realism approach tries to understand and explain a phenomenon, rather than search for external cause or fundamental laws (Easterby-Smith, 1991; Remenyi, (1998).

3.3. Research Strategy

Patton (1990) expresses the view that research like diplomacy is the art of the possible or as McGrath (1982) stated it is a series of compromises. It is clear that any research conducted in organizations such as LCC will present some difficulties in terms of its complexity and dynamics Irvine and Gaffin 2006. The research methods have been developed from the conclusions of the literature review, Amaratunga (2001). This will be very much a qualitative study and therefore an interpretive approach will be taken. Saunders et al (2009).

3.3.1 Justification for selected paradigm and methodology

Interpretivism advocates it is necessary for the researcher to understand differences between humans in our roles as social; actors Sanders et al 2009. The interpretivist approach in the case of business and management and research is deemed as wholly appropriate Saunders et al (2009) and Amaratunga et al (2002).

The positivist approach focuses on what is and therefore makes it difficult to identify any changes or actions which would need to be taken in the future, Amaratunga et al (2002) which is one of the key objectives of this research study.

It is therefore considered, as supported by Mangan et al (2004) in exploring the behaviour of decision makers in this case local community leaders, that the phenomenological paradigm is appropriate for this research question.

As qualitative research acknowledges the contextual nature of inquiry Glesne and Peshkin (1992) and in effect as the study will be looking at events in a natural setting it will enable a view to be taken on real life' Amaratunga et al 2002. The research study involves a literature research together with a number of case studies and semi structured interviews to be arranged. Two focused questionnaires and street survey was also included in the data collection. These methods are deemed appropriate for a qualitative study to be undertaken Irvine and Gaffikin (2006) Fisher (2007 and Saunders et al (2009) and Amaratunga et al (2002).

3.3.2 Rejected methods

Qualitative researchers seek answers to questions that stress the meaning of social experience, in contrast to quantitative research, which emphasizes measurement and analysis of causal relationships between variables, Denzin and Lincoln, (2003) which for this research question would not be applicable. The research in this context looked to understand and articulate patterns and linkages of significant importance for the organization Amaratunga and Baldry (2001). Therefore little attention is given to the cause and effect relationship and no work with the variables within this as this would lead to the imposition of meaning and preclude the participants giving their version of events Amaratunga et al (2002). The study will attempt to assess the differences between effective and ineffective members as well as assessing the culture and behaviour of participants. There are limitations in taking such an approach as stressed by Richard and Richards (1994) that may lead to the social and cultural construction of the variables being studied being ignored. The qualitative approach also lends it self to the inductive form of inquiry Saunders et al (2009).

3.4 Research design

This is viewed as a descripto–explanatory study as the part of the initial study was to establish the role of community leaders in local government (descriptive studies) and the study then looked to explain why some members are more effective community leaders than others and the

relationship between members and other elements of the organisation and establish what needs to change to make them more effective (explanatory studies), Saunders et al (2009) and Fisher (2007) see figure 5.

Research Strategy

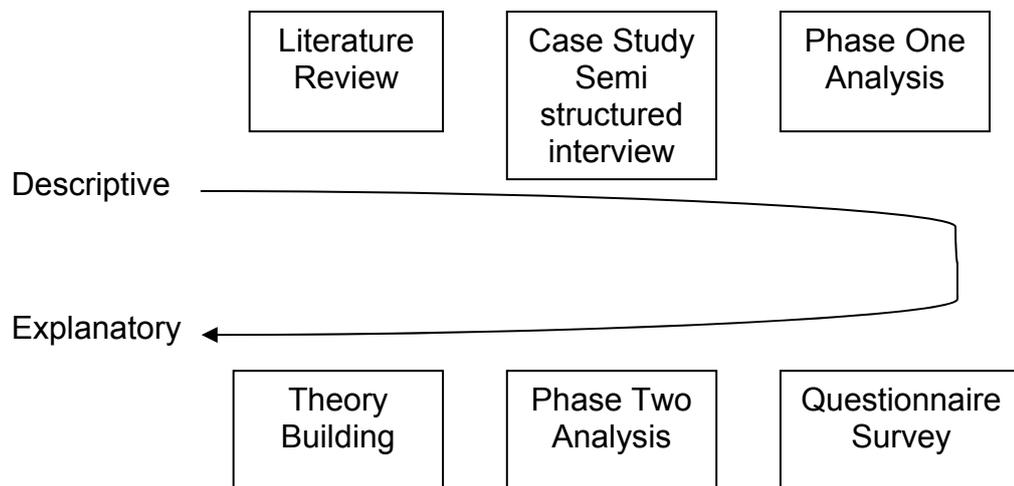


Figure 5. Source: edited from Pacitti (1998)

Using Inductive and Deductive approaches

A number of theorists conclude that induction and deduction are actually linked research approaches Mile and Huberman (1994) Fisher (2007) Irvine and Gaffikin (2006) Saunders et al (2009) and Mangan et al (2004).

It has therefore been determined that both a deductive and an inductive approach to this study would be appropriate i.e. testing the theories (deductive) as well as looking at building theory on community leadership (inductive) Saunders et al (2009). The inductive approach will be used to understand what changes need to be made to make members effective community leaders and the deductive approach in looking at how Members currently lead their communities and respond to change and development. Deductive inquiry dictates that the researcher needs to be independent of what is being observed but that is not the case and the researcher is responsible for the direct support to members within the authority and also

has a relationship to them Healey (1991) and Saunders et al (2009). If the view taken is that social systems, as this piece of research indicates, are not natural phenomena, then the researcher cannot be regarded as a neutral independent observer Mangan et al (2004). The inductive approach is also concerned with the context in which events take place Saunders et al (2009).

3.4.1 Design of instruments

Case Study

The nature of the research meant that case study was the selected, method as described by Yin (1994) an empirical investigation into contemporary phenomenon operating in a real life context and also incorporates the views of the actors i.e. watching people in their own territory, Kirk and Miller (1986), it will help explore behaviours and processes, Amaratunga and Baldry (2001).

There are limitations on case study research as stated by Becker (1986) in studies where the researcher has a relationship or feelings for the subjects and therefore any conclusions may suffer from a lack of reliability. The triangulation of data will be required to validate the data collected, Irvine and Gaffikin (2006).

Data Collection

Semi Structured Interviews

The most widely used qualitative method in the Business Environment research is the interview Amaratunga et al (2002). As King (1994) pointed out a research interview is well suited where a study is to focus on the meaning given to a particular phenomenon. King (2004) also referred to semi structured interviews as a qualitative research interviews. Interviews facilitate a unique opportunity to explore the views of others on their social world Miller and Glassner (1997) The research question would require interviewees to be probed to build on or seek further clarification on theories

Barnes (2001) and give an opportunity for participants to tell their story Mangan et al (2004).

However a semi structured interview rather than an unstructured interview assisted the interviewee focus on the key issues and topics that need to be covered in the research Easterby - Smith et al (2008). This would enable some open questions to be asked as well as a schedule of key points to be discussed Fisher 2007 to ensure the aims of the research question were covered, Robson (2002).

Sampling

Purpose or judgemental sampling enables the researcher to select cases that are best suited to meet the objectives of the research question, Saunders et al (2009) and those chosen selected have particular and relevant information Neuman (2005). The selection of cases inevitably involves discretion and judgment, and probably more importantly is the accessibility of participants, Amaratunga and Baldry (2001) who are appropriate for the research question to be examined. Choosing whom to interview was quite straight forward as the researcher had direct contact with key elected members and officers Gashkin and Irvine (2006), but are not statistically representative of the whole of the council Saunders et al (2009).

The members were spoken to by telephone as making personal contact with them was deemed the best approach North et al (1983) and Healey (1991) and as it was a subject matter that affected them directly, Guercini (2004) which they all had an interest in and a story to tell Perry (1998) and Saunders et al (2009).

Literature review

The literature review outlined a critique of what is expected of community leaders in local government, however there was no research on how they actually operate within Liverpool City Council and what makes some more effective than others. Linking the different ideas found in the literature assisted in developing coherent and cohesive arguments in terms of the

research question Saunders et al (2009). The key documents within the authority were freely available to the researcher but the researcher took a cautious approach not to merely relying on the documents and articles produced Barnes (2001).

Questionnaires

Questionnaires are used in descriptive and explanatory research Saunders et al (2009). They can assist in the speed in which the research is conducted Barnes (2001) key is the questions to be posed Robson (2003). As part of the initial project plan a questionnaire was to be drafted by the researcher to go to all elected members of the authority but on examination of the literature and documentation a questionnaire had already been completed by members in January/February 2009 (Liverpool Commission 2009). It was viewed that this was valid data in that it satisfactorily addressed part of the research question and objectives Cooper and Schindler (2008) and had only recently been completed Saunders et al (2009) and therefore the data collection was adjusted Strauss and Corbin (2008). The researcher assisted by marketing services also produced a short on line internal questionnaire (Internal questionnaire 2010) sent to all members looking for responses in relation to direct support, training and governance structures. A valid street survey had also been commissioned by the Liverpool Commission which related to the research Cooper and Schindler (2008).

3.5 Research procedures

Qualitative Data Analysis

Amaratunga et al (2002) define qualitative data analysis as consisting of three concurrent flows of activity data reduction, data display and conclusions drawing and verifications. The nature of the qualitative data collected has implications for its analysis Saunders et al (2009).

Two approaches were taken, the use of categorizing data as well as structuring meaning using narratives which is viewed appropriate for phenomenological research Moustakas (1994). As suggested by Strauss

and Corbin (2008) the regular and frequent terms and words being used by interviewees and also from the research and literature were put into a hierarchical framework Strauss and Corbin (2008). One of the most desirable analytic strategies to adopt is pattern matching Yin (1994). It was important to also test the propositions that emerge inductively by seeking alternate explanations and negative examples that did not conform to the pattern, Saunders et al (2009). This together with explanation building which is a special type of pattern matching was used, Amaratunga et al (2002) where the researcher would look to actually explain the phenomenon.

Summarising data was a useful method of identifying key themes which had emerged from the interviews, Saunders et al (2009) Mile and Huberman (1994) also described a number of techniques in arranging data from charts to, graphs and networks. The researcher used a number of these techniques in analysing the data collected.

3.6 Ethical Considerations

Ethics refers to the appropriateness of the researcher's behaviour in relation to the rights of those who become the subject of the work or affected by it Cooper and Schindler (2008).

The key ethical consideration for this research strategy include –

- the privacy of actual participants
- maintenance of confidentiality and data provided by individuals
- effects upon participants in the way the research is used, analysed or reported Saunders et al (2009)

There was a clear need to ensure that any research did not negatively impact upon the participants Cooper and Schindler (2008) and no pressure was put on participants to take part Robson (2002) they were asked whether they wished to be interviewed or not and were free to leave the interview (viewed as informed consent - Rubin and Rubin (2005). The participants were advised of the research question and given a sheet detailing the areas to be covered before they agreed to take part with the interview. Participants were

actually spoken to on the phone Healey (1991) to seek if they wished to take part and had the time to do so (Zikkimund (2000).

It was made clear if there was any criticism within the research that it would not be aimed at individuals but rather at processes and systems Carter (1999) which also would free up the participants to talk freely Gaffikin and Irvine (2006).

In view of the qualitative nature of the research maintaining objectivity at the analysing stage and not misrepresenting the data collected as well as in the conclusions that are reached was critical Saunders et al (2009).

Validity and Reliability

The combined strategy enables the information to be triangulated Mangan et al (2004) and test the relevant theories to assist in verifying the conclusions to be drawn from the various data Gaffikin and Irvine (2006).

3.7 Summary

The phenomenological paradigm defined the methodology for the research to be undertaken. The research was descripto-explanatory and the study was qualitative, no quantitative data was collected. Participants were chosen using judgmental sampling and primary data was collected using semi structured interviews and a questionnaire (see appendix 4). Secondary data was collected in relation to a further external questionnaire and street survey as well as document analysis. The ethical considerations are outlined and the limits of qualitative based study acknowledged.

CHAPTER FOUR - ANALYSIS OF RESEARCH DATA

4.1 Introduction

This Chapter presents the findings of the research. The conclusions drawn from the research findings and data analysis will be discussed in the following chapter, chapter 5.

There are distinct differences in analysing quantitative and qualitative data. Amaratunga et al (2002) and Saunders et al (2009). Qualitative data is based on meanings through words and is non-standardised and that analysis is conducted through the use of conceptualisation also the nature of the qualitative data has implications for its analysis. Although there is no standardised approach to analysing qualitative data there are common approaches using categorisation or summarising meanings or structuring meanings using narrative, thereby establishing key themes and relationships developing and testing theories Yin (2004) and then going on to draw conclusions.

As outlined in Chapter 3 a deductive approach was taken to predict a pattern of outcomes based on theoretical propositions to explain what you expect to find and test these findings against the conceptual model. There were also attempts to build an explanation whilst collecting data and analysing them and thereby generating theory or hypothesis Glaser and Strauss (1967) and Yin (2003).

However a more inductive approach was required as the semi structured interviews would require an analysis of the social reality of the participants. It is also important to test the proposition that emerge inductively from the data by seeking alternative explanations and negative examples that do not confirm to the pattern or relationship being tested, Miles and Huberman (1994).

The chosen method of data analysis having regard to the qualitative nature of the research findings was data display and analysis which displayed reduced

or selected text from the extended text from interviews in table form, Miles and Huberman (1994) (see appendix 4) and graphs are presented within the chapter to assist in displaying the findings.

4.2 Secondary data

The interviews would not be statistically representative of the whole of the authority Saunders et al (2009) therefore survey based secondary data in the form of questionnaires and a street survey were analysed. The first survey was a questionnaire by the Liverpool Commission (LS/33/10) sent to all members and was completed by 35 members of 90 members of the Council which equates to a 39% return rate. The questionnaire focused on the recruitment and developing role of members and their interaction with residents (LS/33/09). This questionnaire together with a street survey undertaken by the Liverpool commission provided rich data which was relevant to this research study Patton (1990). The responses are reflected in respect of each research aim.

4.3 Analysis of participants and respondents

Primary data

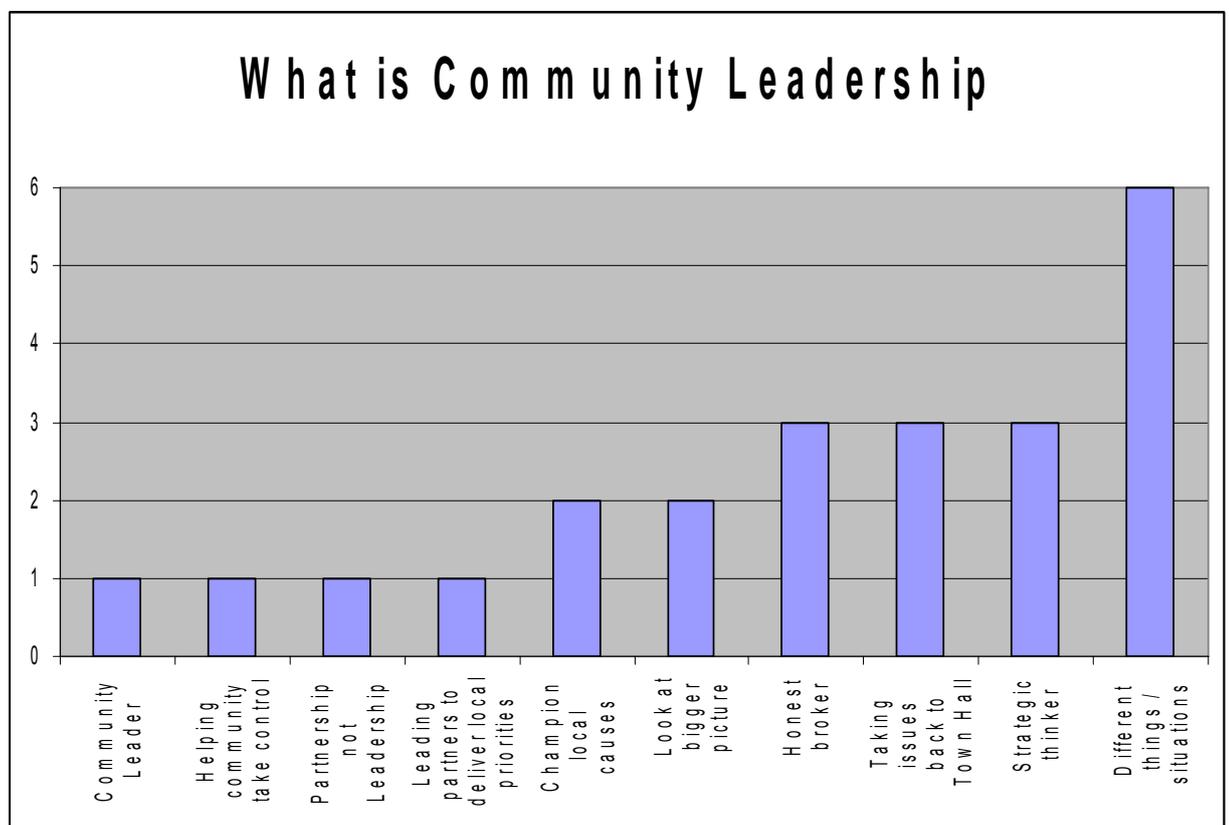
The majority of the participants interviewed for the primary research were from Liverpool City Council seven of whom were councillors and held a leadership role within the authority or their political group; or key role in the Executive; were viewed as effective community leaders as they held large majorities in their wards for a number of years; or had done work themselves on the developing role of local members Kemp et al (2009). This would give some real insights and quality information in relation to the research study Neuman (2005). An interview was also held with the Neighbourhood Development Manager who was leading the programme of devolution within the authority and had been reviewing services and their responsiveness to the devolution agenda (report CS/019/10). The officer also worked directly to the Local Strategic Partnership. The last participant was the Chief Executive of Liverpool Charity for Voluntary Services who had a lead role in the third sector and in developing the local community networks. It was clear all the

participants would be affected by the developing role of councillors or any suggested changes proposed Guercini (2004). An end of year questionnaire was also circulated to members during March 2010 and was completed by 57 members out of 90 which equates to a 63% return rate (internal questionnaire 2010).

Findings of research aims

4.3.1 A clear understanding of community leadership

Figure 6. Interviewees views of community leadership



Semi structured interviews

The table at appendix 4 outlines a summary of the nine interviews conducted. When asked what community leadership means only three out of the nine participants could give a succinct answer see figure 6 which was someone who either leads the community (1) or someone who is seen to champion the causes for local people in their ward (2). The majority of interviewees (6) see

figure 1 indicated that this form of leadership was dependent on the situation and the community you are actually serving and it therefore means different things in different situations Gardener (1990), from communities of location to communities of interest or one participant actually seeing the city as its own distinct community. Three participants stated that this means it is difficult to describe or produce a job description for the role. One participant stated, it was not about being the leader but rather starting something off and then letting the community take control. Three participants stated it was acting as an honest broker pulling the right people together but ensuring the community know the limitations of the power of the local councillor. One participant made the point that it is not such a position of leadership but rather partnership. No one referred to the political role. Two participants stated that elected members were the only people in the community with the democratic mandate to call themselves the local community leader.

Four of the interviewees stated that community leadership differed from other forms of leadership such as managerial leadership as community leaders did not directly control budgets or people and the roles of managers were more defined with clear objectives and set things to be done. There was specific training linked to the professional role in most cases. Two participants indicated that community leadership has to take account of the bigger picture and had a much broader remit. One participant stated that the focus for local members acting as community leaders was different as it was much more about gaining the views of residents (an outward focus) and presenting these back to the Town Hall, where as previously under the old committee system it was more of an internal focus, as councillors in the main had to explain decisions taken at meetings to constituents. Three other participants stated that it was about representing their residents back to the Town Hall. One participant stated that it was leading the partners to deliver local priorities. Three interviewees mentioned the importance of the strategic role and these participants held strategic positions within the authority.

One participant stated that there were some similarities to other forms of leadership such as establishing clear goals and a vision and the need to motivate and communicate effectively, and develop trust.

Questionnaires

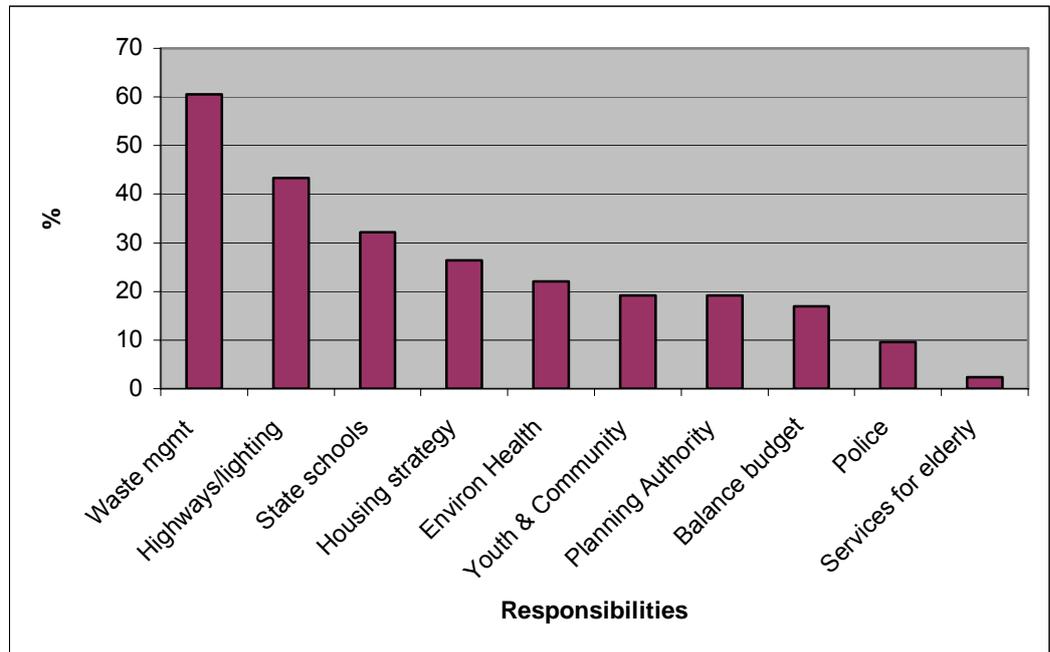
The Liverpool Commission questionnaire to members asked specific questions around how prepared members were to take on the role of community councillor when they were elected, with over half of the respondents indicating that they were poorly or not adequately prepared for the role. A number of these respondents indicated a lack of awareness of the responsibilities that they would be taking on. Only one respondent out of the 35 said they were very well prepared. Those that were reasonably prepared had benefited from either working in local government previously; had been brought up with a family in politics; or had been shadowed or mentored by other members for a long period. Only one member of the 35 respondents made reference to the role envisaged by the government LGIPHA 2007 and the opportunities that would bring for local councillors being effective community leaders, with one respondent indicating that the new measures to empower communities was actually sidelining the local elected members. Half of the respondents indicated a lack of understanding or gave a "don't know" response to what the future role would look like.

22 respondents (63%) had indicated that they had become a local councillor as they wanted to make a positive contribution to the community and make a difference to people's lives with a clear sense of public service. Three respondents indicated that they were born to it as it was in their blood.

Street survey and focus groups

The street survey undertaken by the Liverpool Commission indicated the lack of understanding of what the Council actually does by the local community ranging from *doing everything in the city and making sure things are working to not a lot now*' see figure 7.

Figure 7. Liverpool City Council's roles and responsibilities (community views)



(Liverpool Commission 2009)

The analysis of the street survey made it clear that the different aspects of the local authority's role such as a service provider; or the accountable body for key partnership such as Liverpool First or a source of strategy and policy were not clearly understood by numbers of participants. It was more easily recognized as an entity for the governance of the city. It was also felt that existing services could be publicised better.

There was also a very mixed knowledge and confusion of the role of local Councillors – See table 1. below

Table 1. A Liverpool City Councillor's main responsibilities

Responsibility	<i>n</i>	%
To represent the people in his/her ward	221	44.2
Case work for the ward	151	30.2
Ensure effective Council services	120	24.0
To represent the views of those who voted for him / her	103	20.6
Financial management (Council budget)	67	13.4
To follow party policy	51	10.2
Manage the Council's officers and other employees	26	5.2

(Liverpool Commission 2009)

Table 1 above indicates that residents view that the primary role for local members was to engage with residents and ensure that they represent the people in their ward and deal with their casework. There was also comment from a number of participants of the lack of clarity on the role of members and officers and the language used to differentiate the roles to the community by the authority was not clear.

Other Secondary data

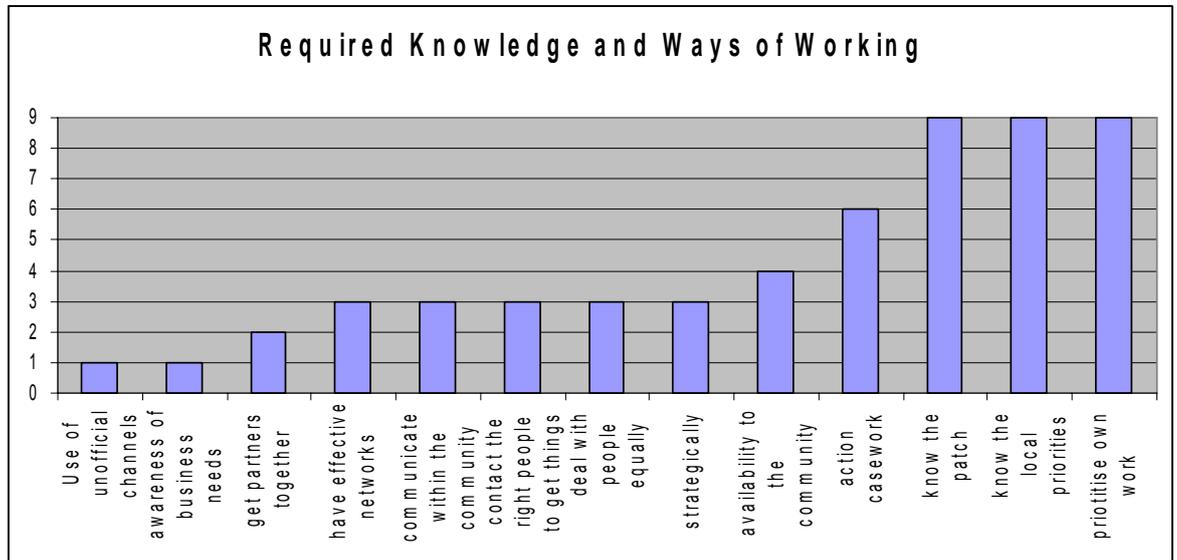
There is no clear statement within any of the key strategic documents such as the Corporate Plan 2009-12 of the authority or the Sustainable Communities Strategy 2009 -2024 which articulates to residents the community leadership role of the authority or local members. The Council has produced a vision aims and values statement see appendix 3. The vision states –

'Liverpool City Council is committed to working in partnership from a basis of sound financial; management and strategic planning to achieve a thriving international city that can compete on a world stage as a place to live , work and visit'

The council constitution does have a section on citizens rights, however the only reference that could be found to community leadership within the constitution was a job description produced in 2006. This indicates the duties and ways of working for a 'Community Councillor' and does state that community leadership is about 'making things happen on the ground' (Council Constitution 2009.10). However the LGIU (2008) and the IDeA (2009) indicate that local members are the strategic lead for local aspirations.

4.3.2 What makes an effective community leader?

Figure 8 Interviewees views on knowledge and ways of working

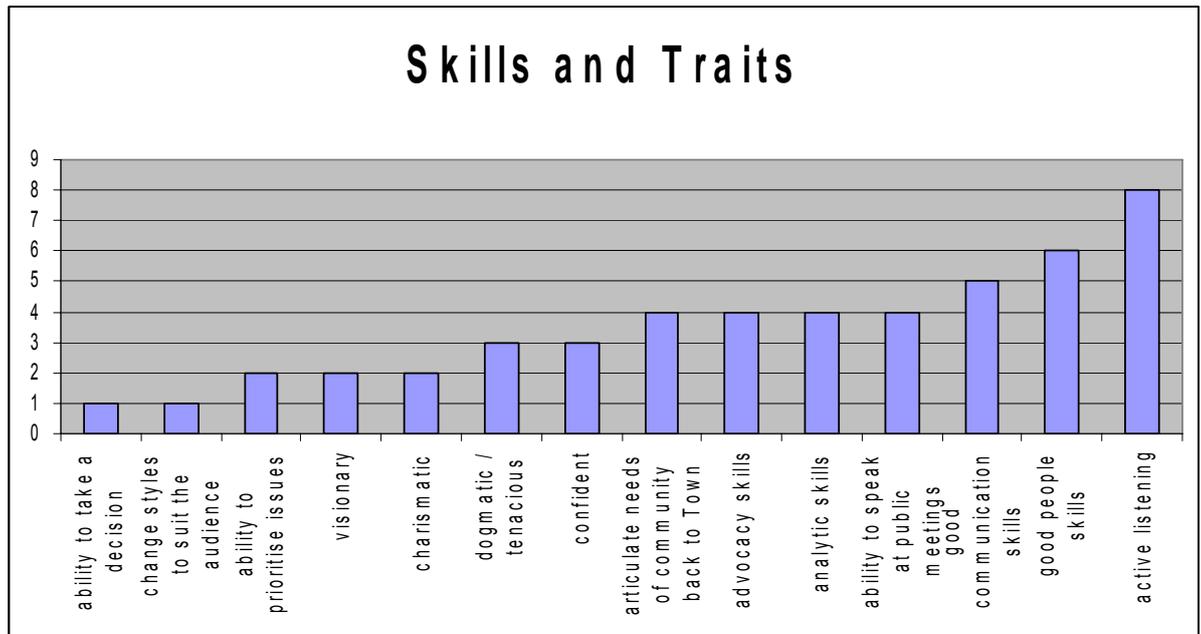


All of the interviewees stated that to be effective in terms of knowledge you need to find out what the priorities are for the community and knowing the patch well was critical to being effective (see figure 8), key to achieving this meant members required active listening skills.

Using various methods of communication came forward from 5 interviewees as a key issue both in terms of being aware of the needs of the community and gathering that information in an appropriate way through building based and street surgeries, to community events, using Blogs and Twitter sites and keeping the community up to date with their activities and achievements. Actioning casework for residents was seen as the key priority for five of the participants whilst one participant said the needs of the business community also needs to be considered. Three participants indicated that you have to deal with people equally and no one is deemed more important than another unless there is an urgent or emergency situation to deal with such as a hate crime incident or a family needs re housing immediately and then that will take precedence. All participants indicated that they themselves prioritise their work. Two participants indicated that more and more it was about getting partners or groups of people to work together on a particular problem.

One participant said to be an effective community leader means at times not going through official channels to get things achieved such as using the press for campaigning or getting an issued raised and aired in public.

Figure 9 Interviewees views on Skills, and Traits



In terms of skills and traits of the interviewees indicated active listening skills as critical together with good people and communication skills but yet less so being visionary and charismatic see figure 9. One participant stated that the ability to take on other peoples views and actually be open to change was a key trait. All participants stated that finding out what the community wants requires the ability to deal with different types of people and communities and communicate with them effectively.

One participant made the point quite strongly that she did not instinctively know some of the issues as she was not representative of the community which she served. In terms of whether community leadership can be taught there was a mixed view from participants with two indicating that it could, by way of experience and shadowing those with experience to others indicating it is difficult to define the role and therefore difficult to teach as a number of the situations you face are unique. One interviewee questioned whether

setting a vision for an area could actually be taught and another stated that the role was so diverse you could only learn it through experience.

All respondents indicated that their backgrounds had assisted in them being effective community leaders and gave examples of –

- socialising or living (or having lived) within the community that they serve (3)
- had been employed to represent people in a previous capacity or job role i.e. a trade union representative (3)
- had family involved in politics (3)
- had been community activists for a lengthy period (3)

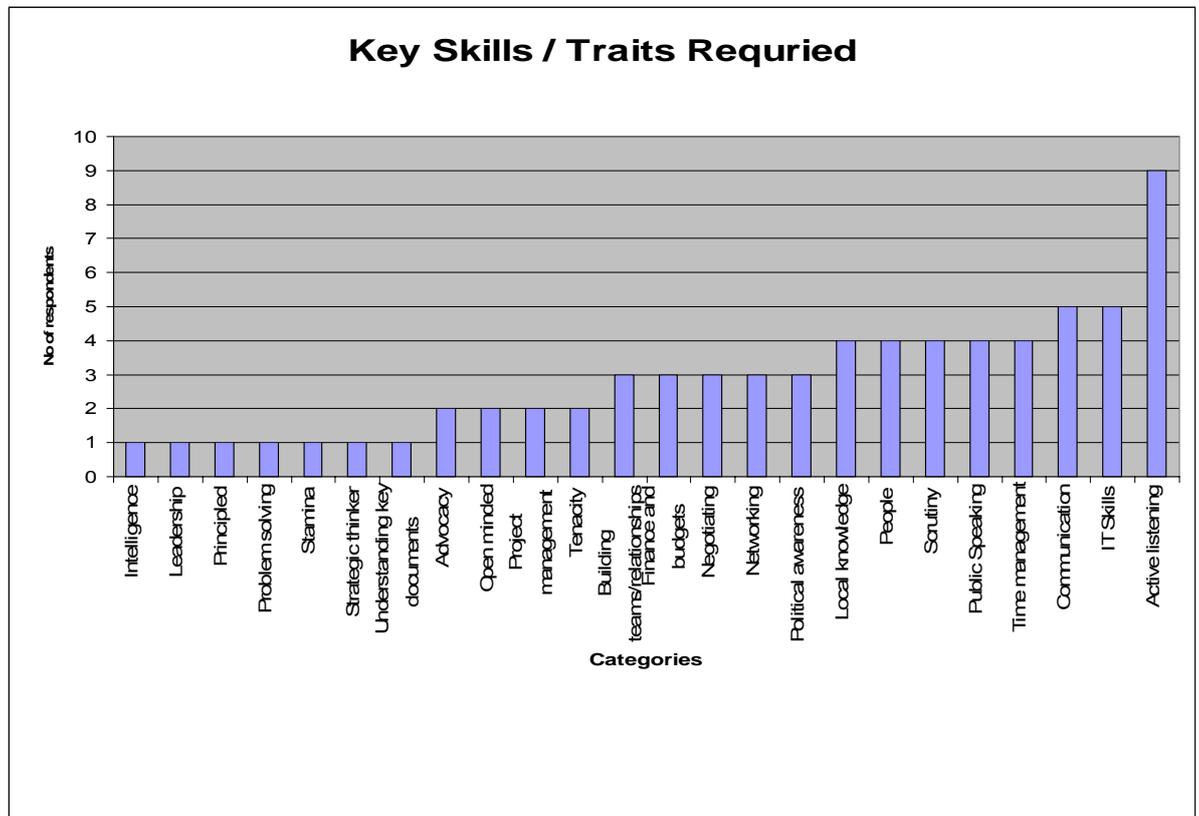
Performance

When asked as to how their performance is assessed or how do you measure if you are effective all the participants indicated that it was the electorate who decided by voting for them with one participant indicated that this is not directly a measurement of how good you are as a community leader but may reflect your standing within the political group as constituents maybe merely voting for the party and not the individual. An increase in the profile of the elected member in the area and greater attendance of the public at surgery meetings was cited by one participant as a measurement within the community of someone who can get things done for them and therefore a practical example of their effectiveness. One interviewee made reference to relevant National Indicators (NIs) which are compiled by authorities and indicate how the authority is making a difference and adding value at a local level. None of these NIs are directly reported on by elected members but are the responsibility of officers to evidence (CS/019/10).

Questionnaires

All Members were asked as to what skills or attributes they required to undertake their role see figure 10.

Figure 10 External questionnaire to members, skills traits and ways of working (views of all members) base: 23 responses

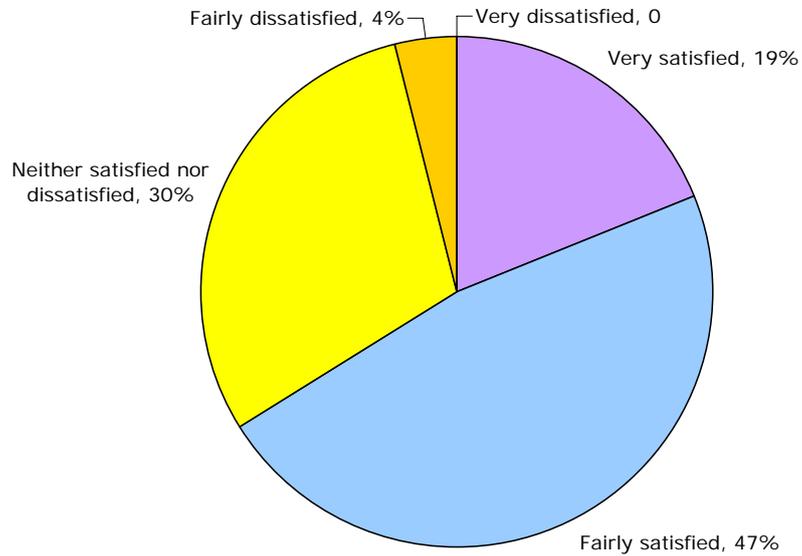


The top key skill identified by members was again active listening and then the next important was Information and Technology and Communication Skills. Only one respondent stated leadership or strategic thinking.

In terms of members training needs seven out of ten members were satisfied with the current range of member development opportunities (Internal questionnaire 2010) and figure 11. Four respondents indicated that training for members should be mandatory to ensure members attend with one respondent making the point that very little skills training or big picture training information is presented in a useable way.

Figure 11 – How satisfied or dissatisfied are you with the current range of member development opportunities?

Base: 53 responses



The 'Working with Constituents' Training Module includes a training sessions on knowledge of the ward, dealing with case work and communications skills.

The street survey to the local community stated that they would expect to see certain qualities in local members such as stamina, commitment to party, voters and democracy, being tenacious, with clear links from politicians to the voters and some indicated at one time there had been more personal contact between Councillors, activists and voters. Also both financial control and funding re-prioritisation were considered to be important.

4.3.3 What has changed organisationally that has made a positive impact upon the role of community leader?

Structural

Interviewees

All participants interviewed indicated that the neighbourhood devolution agenda and development of neighbourhood services had assisted their community leadership role. Three participants indicated that there had been a shift in the culture of organisation to assist local members with business units having a focus on service delivery at a local level. One participant mentioned the introduction of Neighbourhood Area Agreements (NAAs) which were a means to ensure alignment of priorities to local resources. Three participants however mentioned the ambiguity and complexity of the governance system and the need for clarification for some of the structure and particular the roles of members and local partners in the Neighbourhood Partnership Working Groups (NPWGs) and their ability to ensure that local key priorities are met. The responses from the internal questionnaire 2010 indicates that only one third of elected members are satisfied with the workings of their District Committee see figure 12 and although half say that the action plans have been effective one in four members say that they have been ineffective see figure13 below.

Figure 12 – How satisfied or dissatisfied are you with the workings of your District Committee and neighbourhood structures? Base: 56 responses

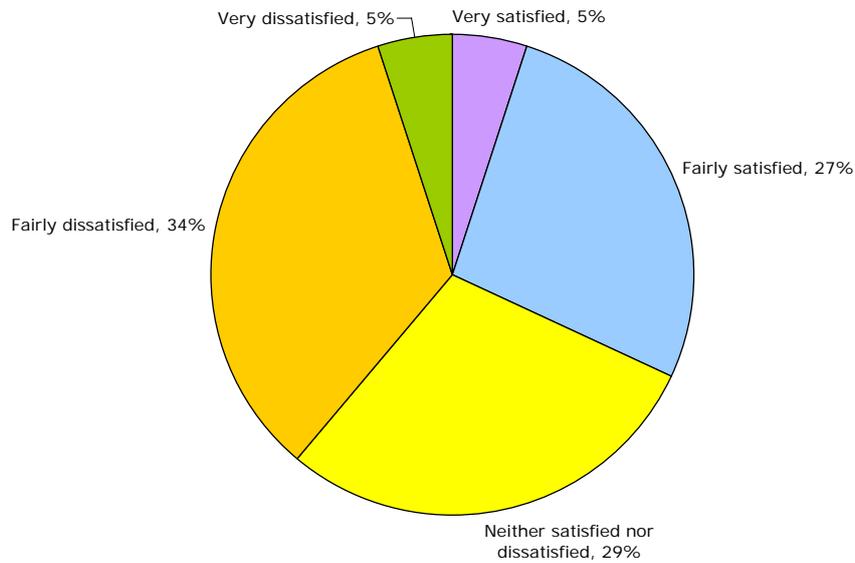
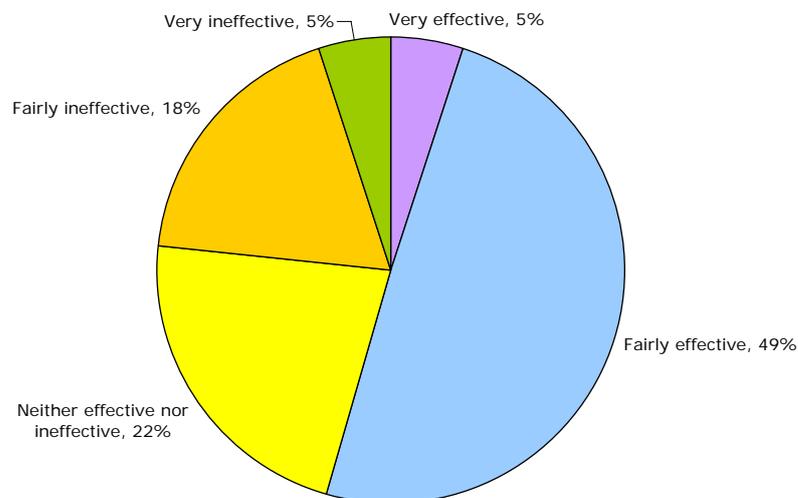


Figure 13 – How effective or ineffective has the adoption of an action plan for each Neighbourhood Partnership Working Group been in meeting the key priorities for each theme in the Neighbourhood Delivery Plan? Base: 55 responses



One participant stressed the importance of political awareness of local officers and partners as the success of neighbourhood management service may mean there was a danger of a blurring of the roles and the community may see the local neighbourhood manager, who is working full time in the area as a more accessible and therefore a more effective community leader. There had also been a call for more joint training exercises and political and

role awareness sessions between key officers, partners and local members (report LCC/21/20).

One interviewee said that the key message of devolution was now well embedded within service areas and the new business planning framework has a specific section relating to how business units assist the devolution programme. All business units were asked to respond and verify which of the following categories they fell into

Model A - not suitable for devolution

Model B – potential for devolution

Model C - service appropriate for wholesale devolution.

It was however pointed out by the interviewee that this exercise had taken two years to complete and the majority 65% - 41 business units had responded as model A with 22 as model B and none as model C.

Power and budgets

The majority of interviewees stated that the allocation of local monies/budgets such as Working Neighbourhood Fund (WNF) or Councillors Community Initiative Fund (CCIF) had had a real impact locally and this had helped deliver a number of priorities for the community. However one interviewee indicated the need to still ensure that the spend on WNF matches the priorities set by the District committee within the Neighbourhood Area Agreements (NAAs) as some members were not using the money in this way and that created a number of tensions within the system and with partners. The outcomes for such schemes to the community was clear (CCIF 2009.10) for 2008/09 for an investment of £163,273 -

• Community Buildings Improved	11
• Faith organisations supported	3
• Community Safety Initiatives	1
• Community Environmental Initiatives	9
• Intergenerational Activities	6
• Community Learning/Multicultural Activities	14
• Community led events and activities often involving vulnerable and isolated residents	14
• Sports and Adventure Activities	20

The comparative statistics for CCIF for 08/09 & 09/10 (Table 2 and Figure 14) indicates a substantial increase in the number of applications from 107 to 283 an increase of over 164% in one year and the total value of applications in excess of £575,000 over the amount of money available for grants. Figure 15 indicates that variance in the number of applications processed by local members per ward ranging from one application for Childwall to 33 for Princess Park.

Table 2 application statistics CCIF (CCIF 08/09 and 09/10)

Applications Profile	Year	
	08/09	09/10
Overall number of applications received	107	283
Total number of grants made	77	154
Total value of grants awarded	£161,757.00	£297,596.00
Total value of applications made	£297,816.42	£874,513.86
Smallest grant awarded	£300	£150
Largest grant awarded	£5000	£5,000
Average grant awarded	£2,100.74	£1,932.45
Number of organisations who have not had a CCIF grant before	N/A	108

Figure 14 applications for CCIF for 2008/09 and 2009/10

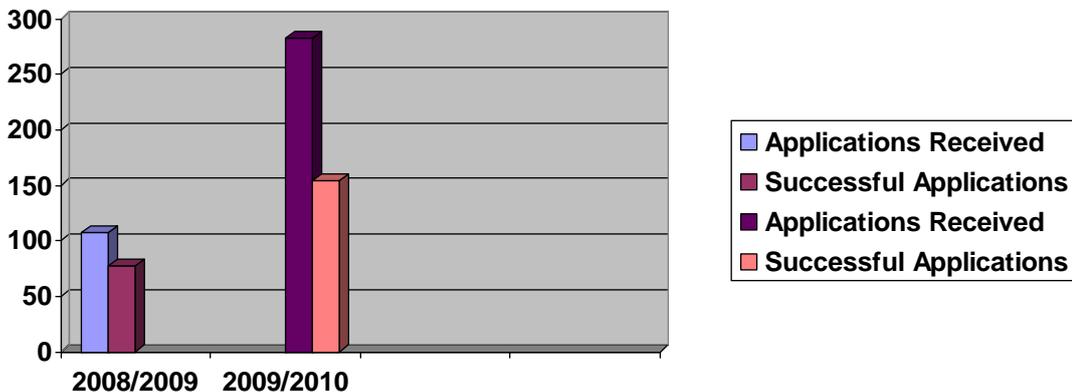
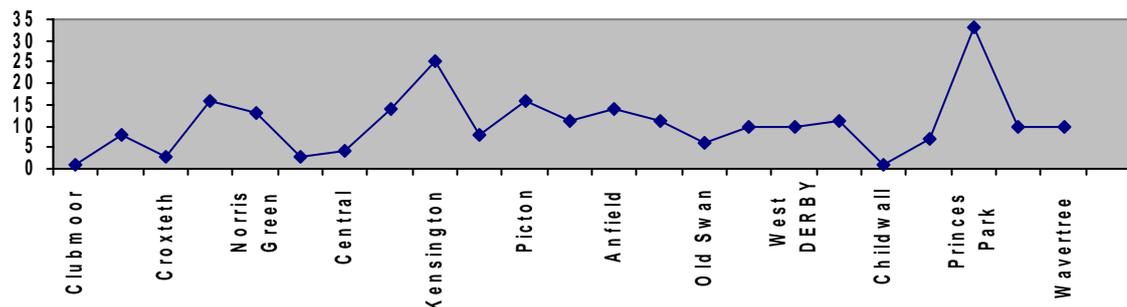


Figure 15 indicates the number of applications produced by members per ward in the City



Liverpool First also recommended to the City Council that the first £2.8million of available resource should be prioritised for creating economic growth and job opportunities in the City. The continuation of the Neighbourhood Fund has recommended the ward allocations remain at the same basis as agreed for 2009/10 see appendix (Report L7/09). This split was based upon the 2007 Index of Multiple Deprivation figures, these figures remain the most recent view of relative deprivation at a ward level. The mechanism for setting local priorities for investment is through the Neighbourhood Partnership Working Groups (NPWGs).

Three interviewees stressed that their levels of power and influence was dependent on the role they held i.e. locally it could be as a school governor or in terms of the Council serving as a member on the executive. The response from backbench members (community councillors) indicated that they exert the most influence by building effective partnerships and networks. Executive decisions can be called in by one ward member if it had a substantial impact upon a particular ward City (Council Constitution 2009.10).

Cultural

A number of interviewees referred to the changing attitude of members and officers both in terms of being open to change, working together on local problems and participating in joint training sessions with officers to raise awareness of roles (report LCC/21/20). Two interviewees stated that some members are not open to change as it is about giving up power or some feel that they have already got all the answers.

Three interviewees cited the use of new technology as an effective means of communication and one interviewee stated that there needed to be better use of social networks. The ability to track issues was important with one participant indicating that the casework system was useful but needed to be more responsive and feedback to elected members when jobs are actually completed. A number of interviewees indicated a lack of awareness of the casework system that was available.

4.3.4 What needs to change further to make members more effective community leaders?

Six interviewees stated that to be effective local members needed real powers and budgets and the ability to influence local service provision. However one interviewee indicated that when executive powers have been given to local members such as the youth or play service, members had been resistant to taking responsibility for taking such decisions as there had been a reduction in the budget available. Two interviewees made the point that the key challenge for local members would be the reduction in local monies available to members such WNF and Area Based Grant (ABG) in future years and dealing with the growing and competing priorities within the community with less resources available was going to be difficult as well as the lack of flexibility with the funds (CCIF 2009.10). This was also echoed by one interviewee indicating that the Council was going through a major savings exercise (MTFP 2009 - 2012) which could possibly result in a reduction in staff within the authority, some of whom may directly assist the members. Whilst two interviewees stated that support needed to relate to demand and those members dealing with the more deprived or diverse communities needed additional support.

One interviewee made the point that key to the success of the devolution programme has been to involve members, partner and key officers in its development at each stage 'winning hearts of minds' and being clear on the message was a key strategy to ensure the main stakeholders were on board but there was more could be done to clarify the arrangements.

One interviewee stated that the Council had embarked on a 'Total Place' pilot which looked to maximise all the public spend in an area and this was seen as the way forward for local communities but made the point that local elected members had had a minimal role in this to date. A further point was made about the participatory budget pilots that again looked to empower communities in determining priorities but had faced heavy criticism by members looking for a greater role in the process (report CS/019/10)

One interviewee stressed the importance of getting the relevant performance data from all the agencies working in the locality and the difficulty with getting 'one version of the truth' in terms of performance information. There are no data sharing protocols established between organisations and a view taken 'We collect what we have always collected as it was easy to do so' (interviewee).

Three interviewees referred to the limited contact local members have with key officers under the current governance system and even the casework system means that the member only has number not a named officer to assist with chasing up an issue.

Summary

Through interviews held with key members and officers and an analysis of both the internal and external questionnaires, street survey and other relevant documentation there has been a triangulation of the data. The researcher has endeavoured to establish the views on community leadership in terms of what it means, what is required to be effective and what organisationally or externally has had or will have an impact on the role in the future. These findings relate directly to each of the research aims. Conclusions will be drawn from these findings and presented in the following chapter.

CHAPTER 5 - ANALYSIS AND CONCLUSIONS

5.1 Introduction

Chapter 4 outlined the findings from the data which had been collated relating to the research project. This information will now be analysed and evaluated in this chapter. Conclusions will be drawn, related back to the research aims and any opportunities for further research identified. Any resulting recommendations emerging from the conclusions are presented in appendix 1.

5.2 Critical evaluation of adopted methodology

This was very much a qualitative study and an interpretivist approach was chosen to conduct the research. This was deemed appropriate as the research would be looking at real life experiences of people, assessing the culture, views and behaviour of participants as well as the context in which events takes place Amaratunga et al (2002) and Saunders et al (2009). Initially a deductive form of enquiry was used looking at building the theory on community leadership and how members lead their communities then an inductive approach testing those theories and look to establish why some are more effective than others Remenyi et al (1998) and Hambleton (2008) and establishing what then needs to change to support them. This allowed different interpretations to be developed Saunders et al (2009).

The chosen form of collecting the data was semi structured interviews, questionnaires and street survey. The semi structured interviews helped the researcher focus on the key areas of the research study, however interviewing challenges included the length of time put aside for interviews in a number of cases was too short and two were not completed. Practically dealing with the audio equipment at first was difficult as some tapes ran out Saunders et al (2009) and developing an appropriate approach i.e. learning to listen, establishing a rapport in order to deliver and handle sensitive questions were key considerations Roulston et al., (2003) Tierney, (1991); Douglas, 1985; Glesne and Peshkin, 1992; Fontana and Frey, 1994. The main problem was the drafting of the transcripts from tape which was very

time consuming so the researcher decided to use notes and listen to the tapes once the notes were typed up Saunders et al (2009) to verify answers, statements and views and also reflect on the manner in which interviewees had emphasized certain points. The researcher's notes proved invaluable Fisher (2007).

The interviewees originally identified were case critical Yin (2004) there was no direct interviews with local residents and community networks although this was reflected in the secondary data. The response rate was also not statistically representative of all members of the council, Saunders et al (2009).

The two questionnaires were rich in relevant data Patton (1990), however the second internal questionnaire which was to be completed on line had to have the minimal number of questions posed to ensure that as many members as possible completed it Saunders et al (2009) and Liverpool Commission (LS/33/09). The main objective was to ensure responses on direct support arrangements, training and relevant governance structures there was no further scope to raise direct questions on the members view of community leadership as this was felt that this had been covered in the previous questionnaire from the Liverpool Commission (LS/33/09) as well as a cultural resistance to completing lengthy questionnaires by elected members Councillors Commission (2007).

There is an issue of the validity of those chosen and this needs to be taken into account as the researchers' own perceived views may have affected and had implications for those that were chosen Fisher (2007) and whether there is any interview bias in terms of any relationship the researcher had with the interviewees, Saunders et al (2009) and Easterby – Smith et al (2008).

The researcher was mindful, in terms of objectivity, that there was a direct relationship to the interviewees and the researcher, Healey (1991). The researcher consciously had to refrain from prompting interviewees and let them tell their own story Mangan et al; (2004). The triangulation of the data

would overcome any bias Easterby – Smith et al (1991) and validate the data collected Irvine and Gaffikin (2006).

5.3 Introduction

Research aims

The aim of the research was to establish the level of understanding of community leadership within Liverpool City Council, what makes members effective and what organisationally has changed which impacts upon the role and also what more can be done to effectively support the developing role LGIU (2008) and IdeA (2009).

5.3.1 The level of understanding of community leadership (Defining community leadership)

The government have stressed the importance of effective community leadership both in terms of the local authority and the role of local members Communities in Control (2008). It is enshrined in two Acts – the Local Government Act 2000 and the Race Relations Amendment Act 2000 this provides a legislative basis for local authorities to act as stewards of the social, economic and environmental well being of their areas. Taken together they provide an imperative for councillors to promote, influence and demonstrate impact at local, regional and national levels (IdeA Guide 2009.10). The Council has produced a clear vision for the City (appendix 3) which also outlines three key aims. The principles and values supporting the vision and aims state that the Council is committed to working together for the benefit of the citizens and residents as well as providing the best services it can. This framework resonates with the work of Clark and Stewart (1999), Sullivan (2006) and Hambleton (2008) indicating that community leadership is about delivering a vision for an area and delivering that vision through working with others as well as guaranteeing quality services. It is argued however by the LGIU (2008) in order to be effective members need to be aware of performance frameworks and service standards.

The Constitution does not however clearly describe what the role the Council plays as a community leader. The work by Hambleton and Bullock (2006) indicates a number of factors which reflect community leadership. This description goes much further to outline what should be done such as building civic pride, attracting inward investment and additional resources from government to addressing complex social issues and maintaining cohesion and developing effective partnerships. This could be perceived as a contract Argyris (1964) with the local community as to what the Council proposes to do as their community leader. The Council is well acknowledged as the first amongst equals in all partnerships such as the Local Strategic partnership (LSP) and plays a critical role in holding local quangos to account Centre for Public Scrutiny (2010), (ODPM 2006) Gains et al (2007). This role is also not made explicit in the Council's literature or Constitution (Constitution 2009.10).

In a similar vein although there is a job description for the role of Community Councillor (which none of the interviewees were aware of) the role could not easily be described by interviewees and there was a poor and mixed understanding by the community as to what it involved, (LS/33/09). The community need to have an understanding of what local members can do for them and the powers and influence they have, LGIU (2008) and Hambleton (2008). The Constitution merely states that you can contact Councillors 'on any matter of concern', this could go further and state what it means to be a community leader, Hambleton (2008). The benefit of raising the profile for the member in the community is critical (IDeA 2009) and the Council has already indicated it will be producing leaflets on the role of local councillors Liverpool Commission (LS/33/09) and make it easier for residents and the wider community to understand what they do. Any literature should therefore define the community leadership role. To further assist it maybe timely to review whether the term 'councillor' or ward councillor is the correct terminology to use, Councillors Commission (2007) for members operating within the 21st Century (IdeA 2009) as the title 'councillor' may mean different things to different members of the community Simpson (2008) and very few members of the community have an understanding of the phrase 'ward'

Liverpool Commission (2009) or relate this description to their neighbourhood. It is a commonly held view of interviewees that the local elected members are the rightful community leaders as stressed by Hambleton (2008) Sullivan (2007) IdeA (2009) LGIU (2008). As members have legitimately been elected by the community therefore the title of 'locally elected community leader' would seem more appropriate and help reduce any ambiguity about the role Hambleton et al (2009). This will also assist with communicating the message of change Kotter (1990) inside and outside the organisation Alimo - Metcalf and Alimo - Alban (2006). The more work that is done to clarify the role the better it will assist the Council in delivering its priorities (LGIU 2008) and identify organisationally what is needed to effectively support the role, Clarke and Stewart (1999). It will be a key change for members Beers et al (1996). It would also raise the awareness of members as to what is expected from them LGPIHA 2007. The community leadership role identified by the LGIU (2008) states that they are 'strategic leaders for local aspirations' a view which is shared by the (IdeA 2004 and 2009). The message however needs to be handled sensitively as some members are not open to change McNulty (2003) (interviewees) and are reticent to sign up to new job roles, James and Cox (2007) and from the analysis of the data very few see themselves as strategic, There are also other sectors of the community that may need convincing that the title of 'locally elected community leader' is something that should be conferred upon local politicians as they believe to be an effective community leader you need to work outside of the system Hands et al (2007) and Councillors Commission (2007). It may also prove very time consuming to get agreement to the role within the organisation LGIU (2008) and Hambleton et al (2009).

The findings indicate that Community leadership is seen as a distinct form of leadership as stated by Sullivan (2007) and Simpson (2008) and is seen as a process rather than a trait (Northouse 2010). A majority view of the interviewees was that it was situational and even though there are similarities to other forms of leadership such as vision and communication Hughes et al 2009 there was clear distinctions between this form of leadership and

managerial leadership that needed to be maintained Young (1987), Simpson (2008) IDeA (2004) and Kemp et al (2009). It was however stressed by a number of interviewees that they did possess personal traits and characteristics such as confidence and relevant backgrounds which assisted them in being effective.

There was a negative view from a number of participants and respondents about the dangers of members becoming service managers as they felt they would lose connectivity, some of their perceived independence and in their view their real value in the ability to engage with the local community at their level Hambleton (2008), Simpson (2008) and Councillors Commission (2007). One respondent indicating that the role of members was 'becoming increasingly professional in nature and more corporate by default' and this would ultimately have an impact on the basic advocacy and representative roles within the communities they represent Hayes (2008). Making the distinction between officer and members was also important to residents Liverpool Commission (2009). It is therefore also important to make clear the roles of elected as community leaders and the supporting role of local authority officers Hambleton et al 2009.

5.3.2 What makes an effective Community leader (including methods of working, knowledge, skills traits and characteristics)

'What really underpins politicians' success in delivery – collaboration or personal visibility, political negotiation or managerial competence'. Hayes (2008)

Identifying and dealing with the priorities of the local community

The findings from the data collected indicate the key factor in being effective or being seen as effective to members, officers, partners and primarily the public is by clarifying the priorities for the community as to what needs to be done locally and then being visible and communicate the action taken by the individual member Hambleton (2008). This also echoes the view of the work undertaken by Hayes (2008) concluding that the role of local members was about working across communities and no longer just voting in meetings in

the Town Hall. As one interviewee stressed the focus for members has changed as members are now required more than ever to go out into their communities or make themselves available to their communities to ask their views on what their priorities are IDeA (2009) and LGIU (2008). This does not seem to reflect the approach envisaged by LGIU (2008) and Hayes (2008) for a visionary or strategic lead for an area.

Methods of working and knowledge

In terms of the analysis of the data the preferred ways of working and required knowledge that was key to identifying and delivering local priorities are -

- Knowing the patch and the people.
- Being visible, accountable and available to the local community
- Building effective relationships, partnerships and networks
- Taking action and being seen to take action

Knowing the patch and the people.

This means the areas in which the member represents (their ward). The political groups and the authority and the elected members themselves need to gather as much local information and intelligence (data) about the area and the people living in it as possible. Unless the member is from the community they represent and therefore may well already have a good knowledge of the patch Councillors Commission (2007) or instinctively understand the needs of the community (interviewees) and Liverpool Commission (LS/33/09). This helps ensure local members make informed decisions about the priorities for the area LGIU (2008) IDeA (2009) Hambleton et al (2009). Respondents indicated that the shadowing and mentoring schemes operating within the different political groups for prospective and new candidates are effective in sharing knowledge from other local members who have been representing the ward for some time, Liverpool Commission (2009). However from the analysis of the data it was not clear whether this information is held corporately or even shared from one party member to another serving in the same ward. One interviewee found this to be a real barrier when first elected in that some basic

information was not being shared across parties with almost a culture of secrecy and even a perceived threat to their power (interviewee) and Zaltman and Duncan (1977). Also the local knowledge gathered by officers who have been working in the ward should not be underestimated, Kemp et al (2009) and this should be gathered as part of the production of any ward information LGIU (2008), again there may be sensitivities to overcome Simpson (2008). The authority currently produces ward profiles which contain key statistics for the ward relating to educational attainment, and worklessness etc. The interviewees stated that after a period they also know the key officers and networks and community groups in the area as well as the voluntary groups who receive funding from the authority. It would therefore be appropriate to review the current ward profiles and ask local members for their input and knowledge. This will require a change in the attitude of individual members to share such information Kotter (1995) Councillors Commission (2007) and the need to identify the actual benefit to themselves and the community as a whole, Beer et al (1996) and James and Cox (2007). Including a possible forward in the documents from local members to raise their profile locally (IDeA 2009) would be a key strategy to change attitudes and reduce resistance Kotter and Scheslinger (1979) and help embed the change Kotter (1990).

Being visible, accountable and available to the local community.

All the interviewees outlined their methods for making themselves visible and accessible to the community and seen it as an important part of being able to do the job and certainly did not view themselves as distant leaders Alimo and Metcalf and Alimo – Alban (2006). Yet some of the community indicated that councillors have become less visible (LS/33/10). There are a wide range of communication tools used and differing practices. The methods available needs to be captured and a menu established for members to review annually or as part of the induction programme for new members. There are capacity issues for members in making themselves available, Councillors Commission (2007) and (IDeA Guide 2009.10) as they need to put time aside to actually deal with issues Liverpool Commission (LS/33/09). Building based surgeries are not appropriate for some of the more diverse

communities and as one interviewee stated the member 'needs to very aware of cultural issues and differences in their ward' and in these instance members will possibly need additional or specific support such as translators etc. James and Cox (2007) which the authority may need to fund. The Code on Local Authority Publicity (1986) can be seen as restrictive as members cannot use council resources for what maybe perceived as political purposes (Constitution 2009.10) and therefore some members feel that they cannot actively promote themselves as it can cause problems and actually lead to complaints, LGIU (2008). The benefit of social networks and Blogs and websites requires authorities to rethink in a major way how they are communicating with the public (IDeA 2010). However some council members are very sceptical and unaware of the benefits. Liverpool Commission (LS/33/09). Members will need convincing of the perceived benefits of using social networks, James and Cox (2007) and require relevant training in this area with clear guides being produced.

Building effective relationships, partnerships and networks.

One of the interviewees made the point forcibly that in terms of power and influence and the ability to get things done lay in her ability to establish effective relationships with officers, partners and the community at a local level Hayes (2008) and LGIU (2008). To assist in developing stronger local structures with partners to deliver on local priorities the Council and the Local Strategic Partnership has jointly agreed neighbourhood governance structures (CS/019/10). However from the analysis of the data collected only one third of the members are satisfied with the structures for delivering on the local priorities and one in four members indicating that delivering the neighbourhood action plans with partners had been in effective. This echoes some of the views on the problems encountered with partnership working by the ODPM (2006) Gains et al (2007) and Papadopoulos (2007). It also emphasises the point that members see themselves as principally setting their own priorities, as pointed out by all interviewees and unfortunately at times this can be at odds with the agreed system Hambleton et al 2009 and (CS/019/10). Essential to building effective relationships is building trust Argyris (1967) at a local level LGIU (2008) and Councillors Commission

(2007). The joint training programmes had proved effective both in terms of raising awareness of roles and political awareness by officers (LCC/21/20). The Council had approved this year a joint set of values and principles between members and officers as to how they would work together (see appendix 3) this could be expanded to incorporate partner organisations and embedded through joint training exercises involving partners at a neighbourhood level. Partners will need convincing of the value of this Wilkinson and Craig (2002). Emphasising the legal role members have and the duties now placed on partners through (LGPIHA 2007) would assist in getting key partners on board Kotter (1990) and Hambleton (2008) even that strategy may not prove successful ODPM (2006). A key issue highlighted by interviewees was the continuity of officers working at a local level and allowing relationships and key contacts to actually develop at times was difficult, LGIU (2008). This needs to be considered in terms of the Council's future plans for services and delivering its key aims (Corporate Plan 2009 - 2012) and more specifically the impact of achieving the savings required as part of the council's financial planning over the next three years (MTFP 2009 - 2012) with a possible resulting reduction in the workforce. The Council is working on a Councillor handbook this needs to take account and identify those partners working at a local level as the role envisaged by the government expects members to be the strategic leader of other partners in the area (Leadership Centre 2009) not just council services LGIU (2008). Gaining the input from local members and their knowledge and experience who they go to get things done is critical Liverpool Commission (LS/33/09).

Taking action and being seen to take action

Most interviewees see actioning of casework as key and take personal responsibility for getting back to the resident or the community to identify the action taken. A number of the interviewees stressed the importance of the placed on the community being made aware of what they had done for them as it is key to get getting re-elected Simpson (2008) Sullivan (2007). Whilst currently ward newsletters are not provided by the authority for members this

is an area that could be explored LGIU (2008) as well as the development of personal websites and training on the use of social networks IdeA (2010).

Strategic or not.

The role envisaged by Government refers to a strategic element known as the 'place shaping role (Leadership Centre 2009 and LGIU 2008). The importance of this role was lacking from the analysis of the findings with very little reference to establishing either a vision for the area or thinking strategically Hayes (2008). The work from the Hayes group (2008) indicates those most effective community leaders (83% top performers) can combine visionary and participative approaches whilst the average group cannot. The majority of the interviewees stated that processing casework was a key priority in some case these were just singular ward issues Liverpool Commission (LS/33/09) and those in strategic roles indicating the that they find them too time consuming Hayes (2008) but still class them as a priority. It will require a major culture change Beers (1988) by members to act more strategically Simpson (2008) and de-prioritise some of the smaller local issues LGIU (2008). The member training programme will need to include a session to enable the bigger picture to be explained in a way local members can understand and translate back to the community LGIU (2008) as well as how to establish a vision for an area Hayes (2008). The members will need to be convinced of the added value Kotter and Scheslinger (1979) and benefit to themselves individually in developing this skill Beer et al (1996). As one interview stated 'members are comfortable dealing with local issues and you can only take a horse to water'. A knock on effect to this, Kotter (1990) is that the Council and its partners need to review their structures to assess where local members plug in at a strategic level and can influence the corporate policies and plans such as the Sustainable Communities Strategy, James and Cox (2007). This could be picked up and addressed within how do I guides (route maps) for members LGIU (2008), explaining how to deal with strategic issues. Although members can currently 'call in' executive decisions for debate prior to implementation (Constitution 2009.10) and are referred to within the consultation framework (Business Planning Framework 2010.11) there is no mention of partners. A review would be required of

consultation and reporting processes within the Council and partner organisations to ensure either ward members or the local neighbourhood structures are (CS/019/10) more importantly raising awareness and ensuring compliance by key officers of this requirement, Beer et al (1996) bearing in mind the tension this may bring ODPM (2006). Organisationally timescales for certain processes may need extending to enable local members to be included and this could have practical, cost and legal implications LGIU (2008) and Hambleton (2008).

Skills to do the job

‘Seek first to understand then to be understood’ Covey (1989). The analysis of the data made it quite clear that the key skill for members was that of active listening followed by communication people and relevant IT skills and people skills in order that they can contact or be contacted by the community. This indicates a very participative approach to this form of leadership Hughes et al (2009). The ability to understand what it is that is being said and not to make pre conceived judgements Simpson (2008) of what the priorities are for the area but rather let the community tell their story Mangan et al (2004). The work of the Hayes group (2008) indicate listening is a key skill of the top performers however the work by the LGIU (2008) indicates for the new role members will need skills in reviewing service standards, performance management and dealing with delegated budgets. These skills could be viewed as the competencies for managers within the organisation (LLC Corporate Training programme 2009 and Business and Planning Framework 2010.11) and not members, with clearly a more directive form of leadership Hughes et al (2009) than that envisaged by the interviewees James and Cox (2007).

The members again would need to see the benefit in developing such skills to themselves and the community they serve LGIU (2008).

On reviewing the training modules for members active listening or the development of people skills are not identified as specific sessions. Identifying the bigger picture or visionary skills are also not mentioned and

this needs to be addressed (LS/20/10). A third of members however have gone through ECDL training and/or attended an IT core skills session (LS/20/10).

The development of a new job description will help develop relevant training programmes Harrison (2002). Whether there is a need for key competencies Simpson (2008) or developing generic requirements linked to organisational objectives Whiddet and Hollyforce (2003) is debatable Popper (2005). The data does indicate that more emphasis needs to be placed on mentoring and shadowing schemes – learning by imitation Bandura (1977). The structure of the current training programmes already uses action based learning techniques Revans (1982 and 1998) as they were viewed the most appropriate for members, Liverpool Commission (LS/33/09) and IdeA (2009). However the authority could look to differentiate training requirements based on individual PDPs of members but need to bear in mind any financial constraints (LS/20/10) for those members serving in the more diverse or deprived wards (report L/7/09) and LGIU (2008). More joint officer and member training programmes could be set up IDeA (2004 and 2009) to facilitate greater interaction and contact with key officers (interviewees) and Hambleton (2008)). This could be achieved through the officer induction training including a session facilitated by local members on their new role LGIU (2008) James and Cox (2007) and Kemp et al (2009) and similarly member induction could cover the various officer roles including those working in the ward. However the commitment of members and timing of the training sessions may be an issue Liverpool Commission (LS/33/09) as well as persuading some officers to attend outside working hours, Temporal (1978).

Traits and Characteristics

In terms of the key traits and characteristics only one interviewee mentioned being charismatic Hayes (2008). A number of the interviewees had stated that they were confident in their style and being able to get their message across, this was based on either the relationship they had built up with the audience or their background Councillors Commission (2007). Whether

being charismatic can actually be taught, Hayes (2008) or the Council can truly influence certain members of the community putting themselves forward to stand for election is debatable Councillors Commission (2007) and Liverpool Commission (2009). The Council would have more impact on focusing on the structures. The direct support and systems that would make local members more effective for their local community Sullivan (2007) and LGIU (2008), Clarke and Stewart (1999), and James and Cox (2007).

5.3.3 Organisationally what has changed and what needs to change further to support the role?

Structures , Support and Systems

'The Local councillor should be the first port of call for the community and the officers.' James and Cox (2007) 'The culture of the organisation has changed in response to the devolution agenda' Strategic Neighbourhood Manager LCC.

The work of James and Cox (2007) and the LGIU (2008) stress the need to ensure that members can address problems through direct action and that they must have real opportunities to influence decisions about services and spending with real powers and budgets to do things locally, Hambleton (2008). The majority of respondents and participants indicated that directing local money and the ability to influence local services was key to developing their community leadership role James and Cox (2007). The data identified that some members are more experienced in dealing and allocating small pots of money than others (L7/2009 and CCIF 2009.10) and the outcomes are clear (CS/019/10), however certain decisions of the allocation of those funds can be inconsistent with what is actually agreed with partners (internal questionnaire) (CS/019/10). The views of some authorities is that the focus should be on ensuring that the performance of the council is in line with local priorities and not dividing pots of money to individual Councillors LGIU (2008). The data also indicates that in some wards the money allocated is not used (CCIF 2009.10) and it has been proven too expensive to monitor LGIU (2008). There are other monies which could be allocated at a local

level such section 106 monies and discretionary voluntary grants. The allocation of any monies and the role of local members in any process needs to be explicit (CS/019/10 and (L7/2009) especially in light of reducing resources and increasing demand (report CCIF 09/10). It is clear however that some members are reticent to take on executive powers (CS/019/10) (interviewees).

The neighbourhood governance model adopted within the authority (CS/019/10) is similar to many other authorities (a service influencing model), but members currently still need to be convinced of their value (internal questionnaire 2010). Therefore as well as looking at members input at a strategic level their role and involvement in the local structures needs explaining James and Cox (2007) and LGIU (2008). The key to success locally is all key players locally understanding their roles and the benefits to working in partnership Wilkinson and Craig (2002) (CS/019/10) as stated by one interviewee 'the member should be 'the golden thread' in any neighbourhood governance structure'.

Support

Performance framework

Members

The Comprehensive Area Assessment assesses the effectiveness of the working relationships between senior members and officers and how they jointly drive the vision for the city forward (CAA 2009). The Council as with most other authorities does not have a performance framework for local members, James and Cox (2007), Hayes (2008) and Hambleton et al (2009). Yet recent legislation has been approved (Police Authority Regulations 2010) which has identified competencies which are required to be met before members are allowed to serve on Police Authorities. This requires members to evidence that they have relevant key skills and also appointments can be terminated if that member performs poorly. It would seem that revisiting competency frameworks for members maybe back on the government agenda Simpson (2008).

The view of all interviewees was that it is the electorate who assess their performance. If this is the prime concern then the analysis of the data collected highlights a number of key areas where it can be clearly established as to the results of the activities of local members on behalf of the community (CCIF 09/10 and L7/09).

To date the Council website reflects –

- the % of meetings members have attended
- the number of outside bodies they serve on
- where they hold surgeries and when

Rather than trying to impose a performance framework which members may well react to Pettigrew (1972) and in the past has not proved successful Simpson (2008) and Nickel (2008) the increasing interest in the development of personal websites or social networks presents an opportunity for the Council with the local member, to include updates of successes such as -

- The numbers of casework processed through casework management system or other direct systems (LS/20/10)
- The number of local applications processed for CIF or WNF and the outcomes to the community by ward (report CCIF 2009.10 and CS/019/10)
- The levels of engagement by members of the community from ward events etc., and the outcomes for which the member has been directly responsible (CS/019/10)
- The developments and actioning of Neighbourhood Area Actions Plans with partners (CS/019/10)
- Members could be asked to assist officers with providing information on relevant NIs for their patch (cohesion, influencing local decisions and overall satisfaction with the area)
- Members could have responsibility to monitor and contribute to the new Duty to Involve (LGPIHA 2007) and LGIU (2008)

This should not over burden members or local officers LGIU (2008) and could be seen as an extension to the current District committee delivery reports (CS/019/10)

Officers

The new Business Planning Framework for business units makes reference to responding to both political demands and policies and neighbourhood devolution but there is very little reference to local members as a customer, (Business Planning Framework 2009.10). Therefore corporately systems need to be more aware or responsive to members needs, James and Cox (2007). This is reflected in the fact that only one service issues a satisfaction questionnaire (internal questionnaire 2010) to members seeking their views on the performance of the service and even this is not reflected in the consultation section on the intranet website as members are seen as internal customers only. This does not reflect the value or independent role of local members Hambleton (2008). This needs to be addressed with relevant key local services being included in satisfaction questionnaires to members which would help shape service delivery and respond to wider customer needs LGIU (2008). This message could be made clear to officers as part of key changes in legislation to which they have to respond. However there could be resistance as this maybe seen as a blurring of the management function and the political role Simpson (2008) (Business Planning framework 2010.11) and Kotter (1999). The new business planning framework also needs to capture and report on the local neighbourhood action plans (CS/019/10). Corporate teams could play a more proactive role such as the equalities team giving targeted support members in the more diverse wards, James and Cox (2007) and Hambleton (2008). The introduction of any new organisational process will need to be assessed in terms of its overall value in contributing to the Council achieving its corporate aims (Corporate Plan 2009-2012) and Kotter (1980).

The annual review of direct support arrangements (Internal questionnaire 2010) to members needs to reflect the developing role of members as well as the increasing demands on those members serving in the more diverse

wards LGIU (2008) IdeA (2009). Differentiating the level of support could be explored.

The devolution programme should also review with partners what support they can provide locally to members (CS/019/10) as well as developing data sharing protocols Papadopoulos (2007) and establishing 'one version of the truth' (interviewee) and James and Cox (2007) in relation to the performance of public services locally. This will need some perceptions around the importance and intended use of the information to be addressed Wilkinson and Craig (2002).

The profile and availability of the member casework system needs to be raised (LS/20/10) and the system needs reviewing to ensure members are advised when jobs have been completed. This may however have resource or staff implications (LS/20/10).

The review of the pilots on participatory budgeting and total place indicates a lack of involvement in some of the pilots and certainly a more participative rather than directive role for local members in determining the allocation of local funds (CS/019/10). The key point being as one interviewee stated 'Do not leave councillors out of the processes which are attempting to deliver better community leadership'.

5.4 Conclusion about the research question

Community leadership although a commonly used term in government Sullivan (2006) is not easily defined or generally understood by members, officers, partners or the community in Liverpool. The authority needs to give greater clarity both inside and outside the organisation Alimo-Metcalf and Alimo-Alban (2006) as to what it means in Liverpool City Council. The benefits of doing this seem clear in terms of meeting the needs of the community, Liverpool Commission (2009), effectively directing resources locally, LGIU (2008) and (CAA 2009), responding to the government and new legislation LGPIHA (2007) to develop a more strategic role (Leadership

Centre (2009) and supporting members more effectively Councillors Commission (2007).

The Council has already made a number of key organisational changes through its new business planning framework and neighbourhood devolution programme and development of effective partnership arrangements, (Sustainable Community Strategy 2009-2024) but still new initiatives and systems expected to promote community leadership continue to fail to recognise the value and importance of the local elected members (Business Planning framework 2009.10 and CS/019/10). There is a positive approach within the organisation to embracing change (appendix 3) which presents a real opportunity to take this forward.

Although the Council cannot dictate which members of the community puts themselves forward for election to become community leaders Councillors Commission (2007), it can in terms of the community leadership role, establish guides on how to get things done in the system, develop appropriate training and skills programmes involving members, officers and partners and consistently review structures and supporting systems so that they are responsive to local members needs and developing roles, James and Cox (2007). That said members will need convincing of the need to change (interviewee) (Liverpool Commission 2009), and the value in so doing James and Cox (2007). The organisation will also need to develop a culture which is open and responsive to change Kotter (1980).

Conclusions

5.5. Overall conclusions

In view of the dynamic and subjective nature of the research phenomenon the researcher determined that a qualitative methodology be adopted and the rationale for this approach is detailed in chapter three. Although there was limitations of the research the methodology ensured that the data provided rich information Patton (1990) which enabled the research aims and objectives to be met, Amaratunga et al (2002) and Saunders et al (2009).

Although the sample size could be viewed as not statistically representative Saunders et al (2009) the interviewees and the questionnaires enabled the researcher to gain a clear insight into the views and experiences of those who carry out the community leadership role IDeA (2009) in the authority. Key to the research being to understand the meaning that respondents attach to community leadership Saunders et al (2009).

There was some consistency in the working practices, knowledge and skills that made members effective community leaders but there was less of an understanding by members, the organisation or the public as to what it actually was Liverpool Commission (LS/33/09) and in addition to this where members needed to plug in locally and strategically LGIU (2008).

5.6 Limitations

The research project involved the study of the role of community leadership within Liverpool City Council. Limitations relating to the methodology are outlined in paragraph 5.2. The interviewees were key members and officers who undertook or supported the role, (Yin 2004). As well as a more in depth analysis of the views of the local community and community networks the research would have benefited from a number of wider strategic views from key partners and relevant organisations such as the LGIU and IdeA and Leadership Centre to ascertain a more in depth understanding on the levels of importance to be placed on the members role as a strategic thinker and place shaper. This would help develop the new job description and related training programmes. However as with most research studies Saunders et al (2009) there was practical considerations in terms of scope and timescale Saunders et al (2009) in order that the research was completed on time Fisher (2007). That being said those interviewed were critical to the research objectives Yin (2004) and had a legitimate role in the system to ensuring that members and structures were flexible and respond to the new role Hambleton (2008) and James and Cox (2007).

5.7 Opportunities for further research

A key factor in being an effective community leader which appeared from the data was the ability to communicate or being contactable by the local community. A number of participants and respondents expressed the impact and benefits they derived from using social networking sites. Guidance on this has only very recently started to be produced (IdeA 2010). A more detailed examination of the impact and benefits of using such sites upon the role of community leaders would be valuable in terms of how the role is to be taken forward in 21st Century IdeA (2009).

CHAPTER 6

RECOMMENDATIONS

The researcher having reviewed the levels of understanding and knowledge, ways of working and systems supporting the community leadership role, it is apparent that other members of the authority, officers its partners and the community would benefit from implementing a range of actions and reviewing a number of existing practices and systems. The recommendations and implementation plan presented in appendix 1 focus on what the council can do to clarify and better communicate and support the role.

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www.lawtel.com – Lawtel UK;
www.jrf.org.uk – Joseph Rowntree Foundation
www.youngfoundation.org – The Young Foundation

Recommendations

1. The Constitution of the Council does outline the framework as to how things work (in summary) and presents a section on the rights of citizens in terms of access to information and making complaints but does not describe what the role of the authority is as the community leader. This would give some clarity to the community which is currently lacking (Liverpool Commission 2009). This together with the production of leaflets on the role of local councillors Liverpool Commission (2009) as community leaders would make it easier for residents and the wider community to understand what they do. The information also needs to clarify to the community the distinctions between the role of members and officers.
2. The current job description for community councillor be reviewed in light of this piece of research and incorporate the requirements of the new legislation and the broader role envisaged in terms of strategic thinking. Members to be involved in the drafting of the job description Kotter (1990). The feasibility of using the title of 'locally elected community leader' be explored within the authority.
3. A review be undertaken of the current ward profiles and members be asked for their input for their wards (CS/019/10) to gather the most up to date and relevant local knowledge. Members to also be asked to produce a forward for the ward profiles.
4. The proposed Councillors Handbook look to include key local contacts for partner agencies working in the ward and again members be consulted on the final drafts. The handbook be supplemented by "how do I" guides or route maps on effective working in neighbourhoods and how to influence corporate strategic plans and policies of the authority and its partners.
5. A menu of options be established in terms of effective communication tools with the community and used as part of both the member's induction and the individual PDP process with all members.
6. The Member development working group be requested to review the current member training programme to include–

- a. Facilitated sessions on active listening and people skills
 - b. Facilitated sessions on visioning and taking into account the bigger picture (strategic view)
 - c. Further guidance and training for members on the use of social network sites and Blogs (IDeA 2010). The feasibility of developing personal websites for members to include relevant information such as local funding schemes and outcomes from ward events (CS/109/10)
 - d. The monitoring performance information and service standards and budgets at a local level LGIU (2008)
 - e. Joint awareness and training sessions with officer and partners working on the patch (ward) looking to agree with partners joint values and principles of working (LS/42/09)
 - f. Awareness sessions for all members on the legal requirement under the LGPIHA 2007 and also their new job description
 - g. Briefings on the process for the allocation of any local monies (report L7/2009)
7. The Corporate officers training programme be reviewed and look to include –
- a. briefing sessions as part of any induction on the roles of members as community leaders including the new duties placed on the authority and members (LGPIHA 2007)
 - b. Joint training sessions with members and partners as indicated above
8. The business planning guidance for the Council be reviewed and look to include -
- a. Local members as key consultees for relevant services
 - b. An annual satisfaction questionnaire to members for those services supporting members in their ward
 - c. Reference and reporting on Neighbourhood Action Plans within business plans
9. A review be undertaken of the consultation and reporting processes in relation to corporate policy and planning frameworks within the

authority and key partners to confirm that local members are identified as consultees and compliance is monitored.

10. Corporate teams look to what support they can give such as equalities team looking at what targeted support they can give to members representing the more diverse wards reporting or performance teams around monitoring performance at a local level.
11. Any future initiatives such as participatory budgeting or Total Place to ensure that the members roles is prominent and well understood by the community

Implementation Plan

Recommendation	Responsibility	Issues	Date to be completed
1. Review of Constitution to include description of community leadership roles for the authority and members	Head of Committee Services	To be picked as part of the annual review of the Constitution	June 2010
2. Production of leaflets on the role of local councillors(to clarify community leadership role)	Head of Committee Services	This is to be done as part of the work from the Liverpool Commission and the clarity of the community leadership role can be picked up in the text. Budget has been allocated for this work.	July 2010
3. Review of job description and title locally elected community leaders	Member development working group	Findings of the research to be shared with the Working Group and job description to be revised and picked up as part of the review of the member development training programme to be undertaken in July 2010	July 2010
4. Review of ward profiles	Neighbourhood devolution management group	Need to ensure members' local knowledge is obtained. This can be reflected within Neighbourhood improvement plan for 2010.11	September 2010
5. Production of Councillor Handbook and "how do I" guides	Member Development Working Group and Neighbourhood	The handbook and guides needs to give guidance on who to contact locally to get things done as well as guide members in how to deal with	Handbook July 2010

Recommendation	Responsibility	Issues	Date to be completed
	devolution management group	<p>local and strategic issues.</p> <p>The handbook will need to identify key partner contacts within wards and this will need to be agreed with partner organisations as part of the new neighbourhood arrangements and identified in the neighbourhood improvement plan to be agreed by Council and the LSP.</p>	Guides September 2010
6. A review of the member development training programme	Member Development Working Group	<p>The Member development working group consider the recommendations (Para 6 above) from the research study as part of the annual review of the member training programme to take place in July 2010.</p> <p>The review of the communication tools available to member be undertaken and included within the induction programme for new members as soon as possible.</p>	<p>July 2010</p> <p>June 2010</p>
7. A review of the corporate officers training programme	Corporate training group	The corporate training plan for officers is being reviewed as part of the new business planning framework. The political awareness of officers and joint training sessions with local members and partner working at a local level needs to be included.	June 2010
<p>8. Reviewing corporate systems and support</p> <ul style="list-style-type: none"> • review of business planning guidance • reviewing consultation and reporting processes(including partners) • targeting support to 	Corporate Officers group/Local Strategic Partnership(LSP)	Business plans have been produced for 2010.11. The guidance is continually updated. The corporate officers team in consultation with senior executive management team and the LSP should look to clarify what services members should be highlighted as key	June 2010

Recommendation	Responsibility	Issues	Date to be completed
the more diverse wards		<p>customers or consultees and introduce annual satisfaction questionnaires to members for those key services</p> <p>Corporate equalities teams be asked to review support for member serving in diverse wards. This could be picked up as part of the induction programme.</p>	<p>February 2010</p> <p>June 2010</p>
9. Future pilots – participatory budgeting, total place, allocation of local monies WNF/CCIF	Executive Management team. Neighbourhood devolution management group	Any future initiatives or allocations of local funds needs to place the local member at the heart of the process and explain clearly the responsibility and influence or power the local member has. This is critical in developing the community leadership role and should also be reflected within the reports concerning future neighbourhood governance	Council meeting in May 2010 through to April 2011

Frameworks for effective community leadership

A. Indicators of good political leadership Hambleton and Bullock (1996)

- **Articulating a clear vision for the area**
Setting out an agenda of what the future of the area should be and developing strategic policy direction. Listening to local people and leading initiatives.

- **Promoting the qualities of the area**
Building civic pride, promoting the benefits of the locality and attracting inward investment

- **Winning resources**
Winning power and funding from higher levels of government and maximising income from a variety of sources.

- **Developing partnerships**
Successful leadership is characterised by the existence of a range of partnerships, internal and external, working to a shared view of the needs of the local community.

- **Addressing complex social issues**
The increasingly fragmented nature of local government and the growing number of service providers active in a given locality means that complex issues which cross boundaries, or are seen to fall between areas of interest, need to be taken up by leaderships which have an over view and can bring together the right mix of agencies to tackle a particular problem.

- **Maintaining support and cohesion**
Managing disparate interests and keeping people on board are essential if the leadership is to maintain authority.

(Source: Adapted from Hambleton, R. and Bullock, S. (1996) *Revitalising Local Democracy – The Leadership Options*. London: Local Government Management Board).

B. Local Government Information Unit 'Role of the Front Line Councillor in neighbourhoods' LGIU (2008) A range of solutions to build capacity and effectiveness

Councillor time

- Giving members greater control over how meetings are diarised.
- Information management including short clear and concise reports
- An efficient Councillor contact system
- Personal Development Plans.
- Being clear about the 'added value' of the political role rather than being quasi-officers.
- Being firm with residents, signposting rather than always solving issues
- Higher levels of administrative support – particularly in relation to managing diaries.
- Improving technologies to reduce the amount of travel time sometimes required (especially in rural areas)

Skills and training

- Community engagement.
- Brokering skills with other service providers, ICT skills.
- Specific development based on a member's role particularly for Executive Members or Chairs of Scrutiny Committees.
- Softer' partnership skills.
- Service standards and performance management arrangements.
- Legal advice.

Governance arrangements and neighbourhood management

Issues to emerge around governance in neighbourhoods included:

- Ward-level information for members
- The importance of having good neighbourhood or ward-based governance arrangements to support Councillors and build their accountability with the communities they serve.
- Greater opportunities for Councillors to engage the strategic governance processes
- Clearly defined officer support dedicated to this work
- Delegated budgets.

C. James and Cox 2007 'Ward Councillors and community leadership'

Aspirations for the future ward councillor role

- 1 Councillors should be out on the streets much of the time. We are talking real engagement with *all* parts of the community, not just people who share their values.
- 2 A councillor should be a skilled advocate for the community with a high profile locally.
- 3 The first port of call rather than the last – for the community and officers.
- 4 They should have *real* powers of scrutiny and action, and *real* budgets to do things locally.
- 5 Councillors should have a much bigger role in the community – in decision making, scrutiny and getting local issues heard.
- 6 Members should be a real source of local intelligence – for communities *and* the council.
- 7 Councillors must be able to speak freely about issues affecting their communities.
- 8 Councillors should be supported by officers, not undermined by them.
- 9 A councillor should be someone who can educate communities about how to work with their elected member, the council and other bodies.
- 10 Councillors should be able to make better-informed decisions locally and strategically – that means having access to the right information and intelligence, and playing a bigger role in local partnerships.

D. Six areas for change were identified by the work of James and Cox (2007) to ensure Councillors were more effective community leaders -

1. *Community engagement:* members need to be more actively engaged with all parts of the community if they are to be effective leaders. They need to be empowered and supported to engage widely using a range of different tools.
2. *Advocacy:* members need to be able to speak freely and to openly challenge the executive.
3. *The political role:* members need to affirm the political role and not have to become 'service managers' to be effective.
4. *Local action:* there is a strong desire among members and community organisations for Councillors to be able to tackle public realm problems through direct action, driven by frustration among residents that small but persistent issues often go unaddressed because they are insignificant to the council.
5. *Influence:* Councillors must have real opportunities to influence decisions about services and spending, and at a point where local priorities and intelligence can be fully reflected in how services are planned and delivered.
6. *Local intelligence and information:* members need more and better quality intelligence about local issues to enable them to make informed decisions and to more effectively influence strategic decision making.

E. Hayes Group in 2008 Charisma and Collaboration, 'The politician as a community leader' performance framework for the politician as a community leader –

Adopting a wide range of styles and approaches based on a reading of the audience.

1. Bridling Trust with colleagues and officials by investing in relationships – through listening, favours, interest – keeping an ongoing dialogue.
2. Building and communicating a vision on the basis of these conversations that pulls together the different agendas
3. Taking clear public accountability for challenging convention

4. Spotting and taking high- impact commitments that symbolize the vision.
5. Spotting the high return opportunities for collaboration and putting time and attention there, avoiding collaborations without clear goals and benefits.
6. Focusing on public outcomes, rather than functions and processes, working with whatever group has influence on these outcomes.

Vision, aims and priorities

Our vision

Liverpool City Council is committed to working in partnership from a basis of sound financial and strategic planning to achieve a thriving international city that can compete on a world stage as a place to live, work and visit.

To do this we will pursue three long-term aims, to be underpinned by ten priority themes reflecting the ambition, challenge and complexity of Liverpool.

Aim 1: Grow the city's economy

- Make Liverpool a first choice for investment and growth by working with the private, not-for-profit and public sectors quickly and effectively, with an emphasis on quality of infrastructure.
- Promote enterprise, trade and jobs.
- Exploit the city's wider cultural advantage to attract and retain visitors, workers and residents.

Aim 2: Develop our communities

- Provide sustainable communities through access to decent homes and best practice in environment management including, recycling, street cleansing and environmental enforcement against dereliction and environmental detractors.
- Challenge crime and antisocial behaviour, safeguarding young people from becoming perpetrators or victims.
- Increase peoples' sense of influence in decisions affecting their lives and communities through an open, fair and accountable neighbourhood-driven processes.

Aim 3: Empower our residents

- Ensure safeguarding and inclusion of the most needy and excluded groups in the city providing equality and real opportunity for improvement and enhanced quality of life.
- Confront barriers to employment and training through lack of access, deprivation, discrimination and poor health to increase the proportion of the city's labour force in employment.
- Developing first rate education and training from early years to increase the skill base of our workforce and further position Liverpool as a prime destination for graduate retention.

Our values and principles

We have a new set of values to guide staff and members in our day-to-day work.

- We take **pride** in our city and our achievements and are committed to **working together** for the benefit of citizens, customers and the residents of Liverpool.
- We are committed to providing the **best services** we can.
- We recognise diverse viewpoints and will **communicate clearly and openly** about our decisions and actions, including the reasons for those decisions and the outcome of any consultation.
- We will work in a manner that reflects **integrity** and a sense of **corporate and environmental responsibility**.
- We will act with **respect and courtesy** at all times and this will be demonstrated in our actions and our communications. We will strive to resolve issues at the earliest opportunity.
- We will promote these principles through **leadership and example**.

Data Display Table (analysis from semi structured interviews)

What is community leadership?
Interview 1
Means different things to different people, effectively it depends on the Community you serve in your ward. The job of the honest broker be clear of what is achievable – i.e., what can actually be done and not make false promises. Pull things together for the community
Interview 2
Everyone has different views on what this means - <ul style="list-style-type: none"> • Being able to emphasise with local people • Doing something about social issues and the ability to explain the reasons why we are doing it • Leading the community and representing them back at the Town Hall • Leading the partners – to deliver locally priorities • Only one with Electorate mandate to act as community leader
Interview 3
Hazel Blear's Local Government – way of empowering local people really get their voice heard by someone who would be their champion Championing – being there for your residents and if they come and say that this is really important in your area Championing their cause when they haven't articulated it to you but you can see if there is an issue Community leadership comes the other way you need to go into the community to tell them something consult them do / to or for them
Interview 4
Really hard to come up with one side of A4 definition that fits all the job description. Locations require– different types of community leadership different, dependant on what the community actually deals with. Some cases of community leadership mean you not apparently being the leader. Communities of interest and communities of locality.
Interview 5
The respect of the community gives you leadership in that community (status and credibility) Custodian of giving leadership Not here to represent City Council to my residents but to represent my residents to the City Council

Residents need to know the limitations and that they take some social responsibility themselves such as resident dumping material in street
Interview 6
It is not about doing things right it is about doing the right things for the community Clarify what needs to happen on the ground Informed of ward and need to get things done
Interview 7
It depends on what level and who you pose the question to. It is about giving a genuine member of the community to make a decision to effect or improve their quality of life. The communities doing something for themselves. I see the city as its own community.
Interview 8
The leader of your local community – the only person with the democratic mandate to take action within LCC but not the police or health – so there is an issue in how can you be the community leader if you don't have control over the other public or key services which affects people's quality of life. The vehicle for this seems to be Total Place. Lot of talk about assisting councillors to be community leaders but very little do get it achieved – i.e. confirm their role in the LSPS/abg/Total place not plugged in anywhere it is a national picture.
Interview 9
Any leadership involves taking the initiative to address the issues of those who will follow the leader. In the community context there are competing needs, a variety of interest groups or 'constituencies' and these will adopt different people as their leader. Local Councillors are charged with being the champion of their ward and the diversity of interests within it. The task of Councillors as leaders is in part to reconcile competing demands by introducing / brokering alliances or conflict resolutions between pressure groups.
Is Community leadership different than other forms of leadership?
Interview 1
Management role is more defined - have authority and power to take <u>decisions</u> – <u>professional impact is more specific</u>
Interview 2
Different skills in manager's position to that of a Community leaders As a manager you may have direct control over certain budgets and finance As a manager you maybe expected to give professional advice – of which you have studied obtained a qualification and have years of job experience and particular training to rely upon

<p>Got into this role through a different route to that of a manager Not about developing a professional career</p>
<p>Interview 3</p>
<p>Difference is that community leaders don't really have the power or the money or the decision making ability. Not leaders of the whole thing just that bit-</p>
<p>Interview 4</p>
<p>Prescribed job description –set things to do each week, usually trained in that field Some leadership has been like running a campaign – mobilising an army and you do what you are told</p>
<p>Interview 5</p>
<p>As a manager you have defined objectives and personal values translate into your communications Sometimes it is also about saying NO</p>
<p>Interview 6</p>
<p>More hands on. Leader needs to be a team player</p>
<p>Interview 7</p>
<p>Some similarities all leaders need to motivate and inspire – send out clear messages. It is about trust and understanding. The performance frameworks maybe different and is not business driven – may lead to saving a school closure. There maybe similarities in that they both have goals and mission statements know what they want to achieve. They both are trying the best outcomes whether it is for their shareholders or the community they represent. Civic leadership is broader picture with broader aims</p>
<p>Interview 8</p>
<p>Management leadership is really internal looking at your own organisation. Community leadership there is a lot more of an external focus – outcomes for residents requires looking towards constituents away from the city council - with an outward focus and not inward like leading some organisations. (all have customers though) Old committee system very much facing inwards explaining the decision to the constituents – looking the other way – nowhere to hide got to find what people want - then represent your people to the city rather than represent the city council to the people key change in new system. The focus should be different</p>
<p>Interview 9</p>
<p>Whilst being the elected representatives Councillors leadership comes from recognition and acceptance of other views and voices and taking a lead in engaging with those voices to achieve the common good.</p>

What makes you an effective community leader?

Interview 1

A community leader needs to be Contactable/ Approachable – have good listening skills – have the ability to try to resolve issues and understand those who come to me – if it's undeliverable tell the community that – don't make guarantees that can't be met tell them if you can't do it.

Need to be dogmatic in the approach certainly in dealing with other agencies as more and more you are reliant on the work of partners when constituents need assistance

Accept what is achievable

Doesn't mean you shouldn't keep pushing the envelope – asking why can't it be done, looking 3 years ahead

Interview 2

Ward issues – follow up with an officer and ensure action

Devolution to neighbourhoods and knowing who key people are in the ward – to get things done this also would include the local partners police /health etc.,

I Help bring the right people together to deal with issues together

Sometimes need to bring representative from residents association together and involve other people who would not normally get involved with the council to ensure their voice is heard

Interview 3

Have to have a passion and really care; about making a difference – you can't do it half heartedly because you think you should. You have to have clear sense of the clear sense of the big picture –and therefore have to put an enormous amount of time and a lot of networking to see how it all fits together

Good listener – let people tell you where the problems and priorities are and not you tell them. When I first started I made certain assumptions about what people would think the issues where- then as I knocked on doors I realised they were very different issues than those that I imagined.

Interview 4

Hard to make judgement about yourself – flexibility is important – preparedness.

Ability to deal with very different types of people – not to assume one person is more important than another

All are equally important

To be effective in the ward you need to have a / casework calls for a good knowledge of the patch, It helps me that I don't drive – walks and takes public transport – buses and trains which is like having a mobile focus groups.

You need to be able to hear from the community.
Interview 5
<p>Honesty across the Board Clarity of thought being clear on what I want to achieve Pick your priority issues – by knowing the patch well Have had some real local impact using the Working Neighbourhood Fund (WNF) such as reduction of crime and increased community safety I need to understand how a piece of legislation will affect peoples lives in my community before – bombarded by jargon common denominator / touch stone, how is it going to effect my residents? Don't go through official channels to get things done – power of press and freedom to speak to be unrestricted is a critical and powerful tool for local community leadership Being outspoken, instigate debate on social issues</p>
Interview 6
<p>Accept not got all the answers take on board other peoples views and allow them to do things – power of delegation Doer not a talker Always involved in Community activity Community football team Socialise in the community Holds the glue together always be at the coal face people facing the issues Find out how what peoples needs are</p>
Interview7
<p>My life experiences, my values and the way I was brought up. Aware of what affects a family and a community I have experienced it. Have represented people in previous roles and stood up for individuals – TU and specific issues and campaigned for the local community. I also understand the needs of different communities including business</p>
Interview 8
Being tenacious
Interview 9
I think values are important. Not just honesty but an inclusive outlook that recognises the legitimacy of other views and a willingness to suspend judgement and learn from those with widely divergent views.

Must be able to explain and justify their views and policies and win over by evidence and persuasion as long as they too are willing to be won over by evidence and persuasion.
Very thick skin and good people skills go a long way
Knowledge of the ward / neighbourhood is also vital as well as broad knowledge of areas of responsibility of the council as they are often called upon to be an apologist for council actions or a signpost to people as to where they can obtain information and services

Have you any other styles or traits that make you effective

Interview 1

Good people / person skills
Human side the ability to joke with people
Over time I have learnt and know how to get things done
Issues different and different skills at meetings / addressing speak publicly

Interview 2

Good communication skills is vital
Don't need to be a good writer – but need to understand the issues and to empathise and be able to translate the information back to organisation in a way in which it could be understood (listen first – understand, then seek to be understood)
Finding out who to contact takes a long time
You may need charisma – need to work at your style ensure you are engaging everyone you need to - **It comes with experience**
Underneath – you may **need to be bullish or terrier like** over an issue and not let go as it is you that has to face that individual resident or go back to the community with the bad news.
Time management is important. The normal working day is not the working day for community leaders means when you need to speak to people they are not available i.e. late at night

Interview 3

I prefer to try and build individual personal relationships with people so I can ring them up to say it's only me could you just sort this out for me. **If it is leadership it comes across as more partnership**
Dogmatic – not well supported in tracking things dropped – providing I can keep it in my head or my book then I do keep coming back to things and chasing them up.

Interview 4

In Leadership – need to take decisions - appear to be decisive not dither and it helps get things done. I loathe most, collective indecision, a group of people and no one takes the lead or will take decisions.

<p>I am not one to come into an office and shout but I can be assertive when I need to be I seek publicity for the work I am doing so my residents know I have taken action and can get things done. Otherwise they don't know. Not generally being rude and naturally polite means that you can be more effective when you have to be assertive We are elected by people who want us to represent them in the Town Hall the only way they see this is if you have to say it quite loudly or you get publicity for it</p>
<p>Interview 5</p>
<p>Had to be abrasive due to obstructions by officers I do react to how people treat me and I will apologise if I need to Can get frustrated with staff at times who are obstructive</p>
<p>Interview 6</p>
<p>Approachable – sympathetic to peoples needs – I have good way of working with people. My way is not always the right way so I am open to discussion– I can take direction</p>
<p>Interview 7</p>
<p>I am a good communicator and good listener. I can speak to various audiences at their level and have a clear understanding of where they are coming from and the issues affecting them from local residents to meetings with officials PM. I am confident and comfortable in any setting. I like to ensure as a leader that people pull their weight with the team work effectively. I am fair and recognise people's commitments.</p>
<p>Interview 8</p>
<p>Yes – some of it is personality – be charismatic – some immediately hold your attention some less so Don't think members understand themselves what they should be doing some of the time. Surgeries are useful. The ones who at times may seem as a real pain/tenacious are the most effective. Something about those individuals</p>
<p>Interview 9</p>
<p>What skills are required?</p>
<p>Interview 1</p>
<p>Good people / person skills</p>
<p>Interview 2</p>
<p>Need to understand what people are saying who come from different backgrounds? Ability to work with people</p>

<p>May need to get involved in specific one off issues with the council or the ability to think strategically is a key skill Where does money really need to be spent and does this match the priorities of the community need to get through the fog Engage people more Relatively small issues mean a lot to that individual</p>
<p>Interview 3</p> <p>Communicating skills - public meetings; get people street – Tell everyone to be focused, tell you things in structured ordered way make sure you have got everything down – action planning. Talking a situation calm down explain in a way people can understand Don't know if you can teach it I am a very confident person. I will go in any room and speak– down to experience</p>
<p>Interview 4</p> <p>It depends on the community Listening would be important and the ability to develop quick local knowledge Do not need to live in the community but it helps The ability to speak up in different forms and deal with different people – really varies</p>
<p>Interview 5</p> <ul style="list-style-type: none"> • Communication - use plain English • Ability to prioritise issues • Meet people and get out and about, understand how your community works • Listening skills – NO – tell people if it isn't a real problem • Analysing problems beyond face value • Tackle the awkward and heavy stuff i.e. one bad family in the street
<p>Interview 6</p> <p>Listening and Common sense – experience –</p>
<p>Interview 7</p> <p>Good communication skills. Understanding the different needs of different communities i.e. those you represent. Some councillors more comfortable dealing with local issues within the community others are more ambitious and have aspirations to develop and do other things. A mixture of both for me. I didn't become a councillor to become somebody, I became a councillor to do something. That sets us apart. My experiences have set my values</p>
<p>Interview 8 Listening and trying to understand views of different parts of the community as they are not one unique homogenous group</p>

of people. Try to get away from those that can shout the loudest – doesn't mean that is the view of that community It is about having the channels if they want to get engaged and they know who there councillor is. If you went out now and asked who is your local ward Councillor they may not know who they are
Interview 9
Good people skills
Can community leadership be taught?
Interview 1
Interview 2
Interview 3
Don't know if you can teach it
Interview 4
No It would be really hard as I don't know where I would start with the syllabus Wide range of people capable of doing it not just an exclusive thing Train and focus on skills but not be able to cover all the aspects of the role.
Interview 5
Hard to write job description – can't be that descriptive Need to be visionary for ward – know what are the key needs Build up social networks
Interview 6
Yes Shadowing Becoming involved – not too soon Watching Experience those that have experience
Interview 7
Yes I think it can. Great believer in learning. Experiences in life can shape your future and inspire you to become a community leader

<p>whether it be fighting for the rights of people within the trade union to be represented or the rights to be heard and dealt with equally such as apartheid or sectarianism. There has been in my experience, a passion to do something for the community and that has meant representing my own area where I live as well as the school I went to. These are things you have a strong bond with and want to improve for the people of the area. People take pride in their area.</p>
<p>Interview 8</p>
<p>Interview 9</p>
<p>Power and Influence - Who has power over what you prioritise</p>
<p>Interview 1</p> <p>Myself – emergency comes up Sections of ward – has less casework and different issues.</p>
<p>Interview 2</p> <p>Advice centre is priority to gather issues from the local community Doing casework for residents is key</p>
<p>Interview 3</p> <p>I do myself but need to keep a watchful eye – things doing are the things most likely to guarantee you to be re-elected, only a fool would not consider issues get them re-electing . Generally don't give that a lot of weight I do for things people want doing because it is important to them.</p>
<p>Interview 4</p> <p>That can change from day to day – prioritise stuff business as usual things – others do more I try to prioritise strategic as urgent – or someone is evicted today I will help that day Deadlines have power and the Person who is making the request may have power Employment has certain priority over my priorities – with cyclical work patterns Stage in electoral cycle as huge detriment/impact upon my priorities. More interaction in the Community types effected people reaction differently leading up to an election so electoral cycle has an impact Methods of communication that you use has power of priorities – use of email for quick responses, quicker than letters sent in the post</p>
<p>Interview 5</p> <p>I choose my priorities – consult with my ward colleagues</p>

<p>After consultation with residents - Reach and update residents, through letters, 3 advice centres a week across 3 different wards/Residents meetings/ Walk the patch 5.30pm at street level need regular communication with others Review methods of communication - I am available any time of the day – email loop advertise issues and feedback to local residents advertise local residents/ Use press and marketing</p>
<p>Interview 6</p> <p>I do myself Prioritise things – which are important You are in control of what you do yourself Prioritise issues about ward – understand the public need and need of residents of the ward</p>
<p>Interview 7</p> <p>Myself. I plan my diary which involves important meetings, work commitments activities within the ward I need to be at and family commitments. I do make myself available even when I don't feel up to it. .It is difficult keeping that work life balance</p>
<p>Interview 8</p>
<p>Interview 9</p>
<p>How or Where do you exert the most power?</p>
<p>Interview 1</p>
<p>Interview 2</p>
<p>Interview 3</p> <p>Networking being able to bring people together, growing partnership groups within the ward</p>
<p>Interview 4</p> <p>Really depends on situation It depends on your relationship with the body and the person and the level of influence you have i.e. I have been appointed as a school governor which then gives me direct influence on Head Teacher role, if there is litter outside the school I can influence a lot better as governor. It depends on your role</p>

Interview 5
In my community – local action
Interview 6
Interview 7
It again depends who you talk to. If you speak to the local community it will be them as I get things done for them. They see things happening. There is that influence at a local level and there is the bigger issues or social campaigns – Michael Shields or Eldonian Housing scheme influence and lobby the Council and Housing Minister to get started.
Interview 8
Interview 9
What has changed or needs to change organisationally to support the role?
Interview 1
Not asked directly
Interview 2
The Neighbourhood approach – focusing and working better at a local level WNF/CCIF
Interview 3
Generally very well served by our Neighbourhood officers in the neighbourhood. They get on with it a lot of down to Nature of individuals and relationships. We all get on well together and we have got people in our team. Use of WNF Local influence and direction state of the environment which is the number one key issue in our ward and I don't have any power anymore of the team concerned.
Interview 4
Existence of neighbourhood teams has helped and enabled community leadership if you have a settled team .It has been very positive They need to understand your role – it is a double edged sword – neighbourhood team – becomes too good – officer more prominent and as a higher profile the average resident might think I will go to the person that is here full time the officer <ul style="list-style-type: none"> • Communication tools adequate • Ability to use system for new technology • Twitter, blogging another form of leadership

- i.e. part of a campaign maybe to set up a Facebook page locally with apolitical hat on maybe Issues of what is or isn't doable – twitter blocked on my blackberry

Interview 5

Use of WNF locally absolute plus help deliver locally
Culturally better CEX and leader than previously

Interview 6

Neighbourhood devolution agenda – helped more effective – work better across districts – use of WNF

Interview 7

Interview 8

District committees get them working well – got a vision but moving slowly. Some decision making and dealing with delivery. A sense – if not got any delegated powers – there needs to be sense of some control or influence over certain services.

Changes to date – we talk about neighbourhood agenda – it's opened up the eyes of many members to the potential of the system. Don't get any opposition to the neighbourhood agenda. There has been a culture shift as an organisation – need to have better understanding of the needs of members. . Not just telling members asking their opinion. The Improvement plan has been produced by members. It is then more difficult to argue against something you have developed. Some Officers still are not ready for it.

It is about having a conversation and making it clear to services why it would be advantageous to the service to effectively engage with neighbourhoods and local members.

Talking about total place at leadership awaydays was well received.
Problem with the Local Government Act 2000 - 10 years ago everybody went to committee interaction between members and officers .If you are new to the council most officers may not have any meaningful interaction with a councillor. Few services have direct contact with local members. Have to go through LDL – limits contact or key contact – part from neighbourhoods maybe mainly historical relationships have been established
Some officers don't have political awareness. Also the LSP need to understand the political world we live in.

<p>Need to get smarter of the performance data we collect. Data is either only useful to that organisation or just historic data collection. Probably not using and we collect it because it is easy to do so – because you can collect it doesn't mean it is any good. Can't devolve power without local members having the relevant information – leads to evidence based policy making</p> <p>Organisationally what's gone well is the message of the importance on neighbourhoods.</p>
<p>Interview 9</p> <p>It is a big job especially for those in full time work. Access to information for members, and training in specific engagement skills, briefings on good practice, field visits out of their own ward maybe to gain experience of what is working elsewhere. Possibly need greater understanding of way other institutions interface with council and activity at ward level</p>
<p>Are members open to change if not why not?</p>
<p>Interview 1</p> <p>Members should be – people are generally scared of change, people find comfort in the way it's always been done – I have benefited from every opportunity I have taken as a member – things change – local Government changed making it more community orientated and focused by and large I have welcomed it.</p>
<p>Interview 2</p> <p>A lot of Councillors could be seen as Blockers (been Councillor 17 years) It is about in some instances - self preservation – being in the Council – gives you position / money / power</p>
<p>Interview 3</p>
<p>Interview 4</p> <p>did not ask directly</p>
<p>Interview 5</p>
<p>Interview 6</p> <p>No some think they have got all the answers Some need to touch base with reality and residents they represent</p>
<p>Interview 7</p> <p>This is difficult as a lot of effort has been put in terms of training, It and confidence building in public speaking however if a member only</p>

wants to get to a certain level and deal with local issues you can only lead a horse to water. That said the Council should strive to make the member as best equipped as possible as a better councillor means better delivery on the ground.

Interview 8

Whether members are open to change is an issue. Look at the experience with youth service and play service – executive functions in a lot of instances local members did not want to take those decisions as there was limited funding and it would be unpopular in the area. Hard decisions sometimes required to be taken.

Interview 9

What systems or support or action make you most effective?

Interview 1

Greater need for devolved budgets to ward members or 3-4 wards together – Area Committees – welcome that. Start to devolve budgets – welcome working neighbourhood fund done a lot within our wards with that funding – the local community has benefited significantly with that and use it positively for the environment and crime related reduction.

Interview 2

Without power can't do anything – to do a good job locally you need some local power
Email has made a huge difference and doing things on line
Getting information from the council is easier but also means as a member you are more accessible
The Neighbourhood approach – focusing and working better at a local level
Group support direct helps

Interview 3

Personal assistant to come with us into the community
Casework – with alerts
The system treats all as the same i.e. as if the job is the same conditions with the same level of support and it isn't – need to differentiate for the more diverse or deprived wards.
Different communities – don't have representative Councillors, same thing white working class or middle class
Don't know the issues for that community are instinctively. I am not representative of that community but represent that community to the best of my ability

Interview 4

Interview 5
<p>Devolved system – use WNF, has had a fundamental difference to deliver on local problems Spend money on what actually adds value to organisation Everyone sees something happen – walking the patch everyday – some live in the ward and never go and check on it More community events Get things done first time around – no need then to go up and up the tree to get basic jobs done Liverpool Direct – track it and feedback Using money effectively – council publications written in language council and other individuals recognise Unwillingness of people to take responsibility Members or officers – joint actions are important Need to communicate what you are doing – so people know when you do a good job</p>
Interview 6
Interview 7
<p>Passporting money to the communities to fund community initiatives helps as does the development of neighbourhood teams and look to improve the neighbourhoods. Example of Include doing environmental projects and cleaning an area using local people who may not otherwise have gained employment. The outcome is tangible people taking pride in their own area. This encourages and shows leadership. Also need to have an understanding of the community in which you serve and their wants and needs example of maisonettes and putting young and old people together and the impact – could have been foreseen</p>
Interview 8
<p>Ideally ABG Should come through to NPWG – members chair them priorities met by District committee. Some tensions at times to ensure members spend the WNF on the priorities they have set in NAA. Money has got to be spent on priorities for neighbourhood. Needs some local fund for members – small community budget and then WNF much more about bigger projects which will deliver the interventions.</p>
Interview 9
How do you assess your performance?
Interview 1

The electorate decides
Interview 2
If I do a <u>good job</u> – people keep voting for me and the group tell me I am doing a good job Put forward for positions in the system – you work hard, committed
Interview 3
Community leader – levels of casework and outcomes for residents could be a measurement the levels who attend at my surgeries Word of mouth that I have the ability to get things done 10 surgeries in 4 different locations The arbiter is the local elections
Interview 4
I really don't know Election - are they voting for me or the party Being elected something in group is not a good measure of how good you are as a community leader- measure of how you have enhanced your standing in the group
Interview 5
My conscience, my members and my electorate
Interview 6
Increased my majority in my ward
Interview 7
The electorate
Interview 8
Interview 9
What Are the negatives of the role and key challenges moving forward for local community leaders (Councillors)?
Interview 1
Not asked directly

Interview 2
Need to put forward from groups effective community leaders otherwise a vacuum will be created which will be filled by the BNP Frustration at not being able to make this happen, committee system. IT / training / shadowing of the right people
Interview 3
Negative – can't achieve certain things get frustrated,
Interview 4
Negatives – can't divorce what you are involved from what you are not in the public mind. One of the issues is the Public perception and you can be blamed for all sorts of unpopular things which is out of your power to effect Accessibility – people used to knock on the door Supermarket and the bus. There are days when you think “I am really tired” New technology - the boundaries between when you are doing the role and you are not have gone really I Publish home and mobile I chose to this.
Interview 5
Resources –economic cutbacks – then still meeting the needs of my community
Interview 6
Ensure we are doing things right for the community Can't please all the people all of the time
Interview 7
Resources available for local communities' possible reduction in WNF or ABG which will have an impact as these monies have been used to support communities. Poor quality housing and other facilities. Key challenge in creating local employment need to demonstrate clear leadership with private sector and other partners and need to don things differently with less with partners. Falling population need to encourage people to invest and develop. BSF can create job opportunities but a big issue of making sure the need is connected to the opportunity – this hasn't happened ensuring local people and companies get the work and jobs.
Interview 8
Interview 9

Why take on this role?
Interview 1
Wanted to help the local community
Interview 2
I wanted to take action for the local community Social responsibility
Interview 3
To make a positive difference Involved in community from an early age Always kept up community activity
Interview 4
THEORY – There are two types of Councillor – people motivated by political ideology and the party and people motivated by this is my patch and I want to do something about it Party motivated are ambitious people can make the best community types as it is part of their role to promote the cause
Interview 5
Interested in politics from an early age brought up with a sense of social responsibility
Interview 6
Wanted to give something back to the community
Interview 7
I am passionate about the community and the city
Interview 8
Interview 9

