



Future Leaders, Future Contexts

Future Leaders, Future Contexts, part of SOLACE Enterprises' wider Developing Leadership programme, is for those who recognise that tackling climate change will be the defining challenge for local authorities from now onwards. It will help ambitious officers look beyond the technical responses to climate change and develop the leadership skills needed in the future.

The need to tackle climate change is altering the way local government operates; climate change targets have been adopted in most LAAs, action on mitigation and adaptation can be very significant in CAA assessment, and the Carbon Reduction Commitment is about to affect many authorities. The Climate Change Act commits the UK to an 80% reduction in emissions by 2050, and steep interim targets were announced in the 2009 budget. These are backed up by government policies published in the summer of 2009. This is designed to keep greenhouse gas emissions within finite limits, to avoid unstoppable, runaway climate change.

The challenge for the next generation of leaders will be to find the tools to:

- **placeshape** so that local communities, local economies, services and lifestyles become low carbon
- **adapt** to the effects of climate change already occurring.

These challenges face every single corporate leader, Directors of Finance or Adult Care as much as Directors of Environment. Future Leaders, Future Contexts will develop this generation of leaders in local government management.

A new type of leadership

Climate Change poses a leadership challenge to managerial leaders across all disciplines. Change of this scale and this speed has not been attempted before by local authorities. There is no blueprint, which makes this different to any other policy agenda.

To meet the challenge, leaders will need to understand how to shape low carbon communities, how to facilitate major behaviour change and how to deliver a new set of outcomes designed for a low carbon world.

Key questions include:

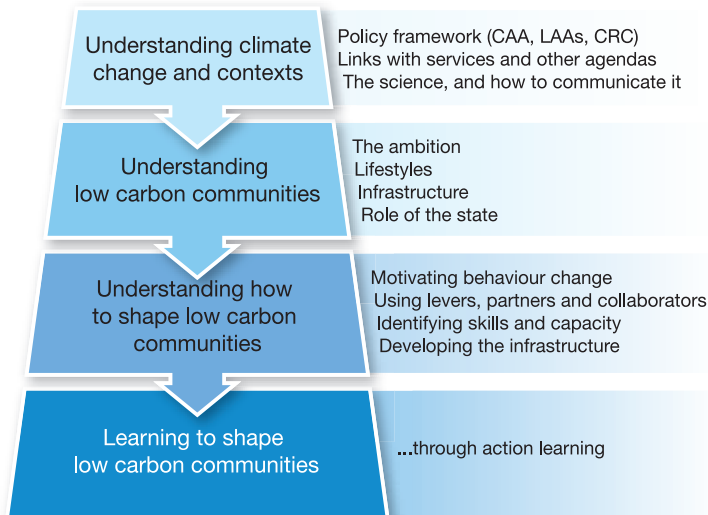
- **What are low carbon communities like?
How can they be shaped?**
- **What behaviour change is needed?
How can it be achieved?**
- **What outcomes will be needed from the local state?
How can they be delivered?
What does this mean for me as a leader?**

Programme principles

The programme is designed to address the barriers to leadership on climate change that our research has revealed. Participants begin by clarifying their understanding of climate change and its contexts, including its place in the performance framework, their personal connection to the agenda and what it means for their career. Using creative techniques, we move on to developing understanding of the type of lifestyles and communities that will be created if we achieve the emissions reductions needed. Later stages focus on the leadership required to shape those communities.



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Programme structure

The full programme structure, in five stages of events, coaching and action learning sets is shown in a separate document with timescales. (Please [click here](#) to view this document.) This has been divided into three modules, as follows:

Module A: Two-day event on understanding climate change, other contexts and low carbon communities, followed by individual coaching to support development of a personal plan with, typically, 1-2 year objectives.

Available from October 2009

Module B: One-day event providing peer challenge on personal plans and progress so far, and refreshing on recent relevant knowledge and policy.

Available from late 2009 for those who have taken part in Module A

Module C (Action Learning): One-day event with climate change update, creative work on collaborative initiatives with longer-term (10-12 year) outcomes, and establishing action learning sets; followed by action learning sets with events commissioned as appropriate.

Individuals can reserve a place through the SOLACE Enterprises website which lists dates currently available. Please [click here](#) to visit the site.

Programme leaders

The programme is designed and led by Martin Horton and Warren Hatter. Martin is Director of the Developing Leadership portfolio at SOLACE Enterprises, and was until recently Director of Knowledge and Learning for the IDEa, as well as Director for the North and Midlands. Martin has a particular interest in political and managerial leadership and the implementation of a sector-wide leadership development strategy. Warren is an experienced facilitator, researcher and adviser who has worked with leaders in local government for 15 years on leading-edge policy and practice.

Advisory group

The programme has a small advisory group, to ensure that the Future Leaders, Future Contexts programme connects with the most ambitious local government thinking. Members include Cllr Robert Light (former Leader of Kirklees Council), Cllr Paul Bettison (Chairman of LGA Environment Board and Leader of Bracknell Forest Council), Ian Mearns (Deputy Leader of Gateshead Council and Vice-Chair of the LGA Environment Board) and Dorothy Thornhill (Elected Mayor of Watford).

For further information, please contact the Resource Centre, either by phone on 0845 601 0649 or email courses@solaceenterprises.com

To find out more about SOLACE Enterprises and our full range of consultancy services see www.solaceenterprises.com

