The most influential voices in local government
We don’t just connect communities, we help build them.

You want to build strong and prosperous communities. That takes collaboration. Within organisations across local government and the third sector. Fortunately BT can help. In fact we are already helping such organisations, from London to Edinburgh. They use BT services ranging from unified communications to mobile working, and collaborative tools and solutions. These help them work more efficiently, meet citizens’ expectations and save money. Why not find out how we can help you support and develop local communities.

www.bt.com/localgovernment
Local government leaders at the top

This year the LGC 50 list of most influential people in local government provides the starkest illustration yet of the changing times. The 2011 list emphasises that, in this new era of localism, local government’s leaders are firmly in the driving seat.

Compared with the previous LGC 50 list, there are fewer ministers and shadow ministers, fewer thinktanks and external experts, and fewer regulators. Instead, leadership is coming from within local government – eight of the top 10 are council leaders or chiefs. Localism is putting increasing emphasis on the sector to find and share its own solutions. From alternative service delivery models to sector-led improvement, local government’s leaders are showing true leadership.

The LGC 50 highlights those leading the way in the year ahead. (See the LGC 50 pull-out poster in the centre of this supplement.)

This year, we have also produced extra lists recognising the ‘drivers of change’ in eight core areas – those who have led in themes such as behaviour change and collaborative working (from p20). At a time of such change, it seemed fitting to celebrate those who have been instrumental in shaping the landscape.

Mr Pickles’ position in the next LGC 50 list will be a test of his success. If his localism ambitions are realised, we would expect his top slot to go to a local leader and even more entries to come from local government – except, perhaps, Greg Clark, with his remit to keep the other

From alternative service delivery models to sector-led improvement, local government’s own are showing true leadership

‘Ones to watch’ and ‘Organisations with influence’ offer further food for thought (p18-19). We hope the inclusion of new faces, and local government chiefs and directors who grace the headlines less frequently, will prove useful and inspiring.

Our judges considered strength of leadership; scope, breadth and depth of influence; and power. Despite the localism agenda, these criteria put Eric Pickles at the top of the list – mainly because of upcoming events such as the resource review. departments in check.

Lists of this type are always subjective; no doubt there will be plenty of comment on the inclusions, omissions and rankings. I look forward to hearing your feedback.

Many thanks to our judges, who spent hours working on the list, and to BT, which is kindly supporting the LGC 50 as part of our year-long leadership partnership.

I hope you find the LGC 50 useful, and look forward to your comments about the year ahead.

Emma Maier, editor, LGC

JUDGING

This year we changed the LGC 50 judging process. We asked readers for their nominations – and we received more than 200. Our expert judging panel were also invited to add their nominations. They first debated who had been the drivers of change in the past year in each of eight core areas, before moving to the top 50 for the year ahead.

For each entry, judges considered strength of leadership; scope, breadth and depth of influence; and power.

Our panel members were selected for their in-depth knowledge and each is influential in their own right.

In fact, several judges appear in the LGC 50 themselves – but each was excused from discussion about their own inclusion and position, and the editor ranked them.

Judges

Jessica Crowe, executive director, Centre for Public Scrutiny
Irene Lucas, former director-general, DCLG
Ben Page, chief executive, Ipsos Mori
Joe Simpson, principal strategic adviser, LGA
Max Wide, director of strategic development, BT Government

Emma Maier, editor, LGC
As faces old and new in the sector prepare for the daunting challenges ahead, Mark Smulian assesses what’s in store for the people at the top of their game, and at the forefront of change.

Leaders navigate new terrain

The most obvious difference in the LGC 50 for 2011 from its predecessors is the change of government, and the consequent rise of localism and fall in local authority spending power.

Gone, courtesy of the electorate, are John Healey and Hazel Blears, ministers at and near the top of the last survey in 2008. Gone too, almost, is the Audit Commission, whose leaders had previously been automatic inclusions.

Instead, the top of the list is dominated by people from within local government – reflecting the localism agenda and strong leaders making their mark. There are innovative chief executives including Graham Burgess and Andrea Hill, and new local politicians coming to the fore beyond their own areas, such as Stephen Greenhalgh and Jules Pipe.

While Mr Pickles tops the list – his influence is indisputable – eight of the top ten are in local government.

A glance at the list and the skills and achievements of the people on it emphasises the complexity of the new world order and the need for strong leadership. The plethora of nominees involved in shared services, chief executives, management teams, outsourcing and joint arrangements with the National Health Service has produced a pattern of links that would resemble a cat’s cradle were it mapped.

One issue for the coming few years will surely be whether the present patterns of districts, unitaries and counties in England can survive when everyone is sharing everything.

“Few had expected that the axe would fall so hard in the next two years in a way that forces councils to cut quickly...”

And if it does not endure, who will decide which councils will merge, and what would have fewer but geographically larger councils do to localism? That seemingly inherent localism paradox is evident in the LGC 50. Along with local government entrants, many newcomers to the list arrived with the new government: advisers in Whitehall like Paul Kafzy, David Halpern and Sheridan Westlake. Whether the agenda will really free councils to the extent either they want or the government expects remains to be seen, but after decades of centralisation the power of general competence and increased financial freedoms will see them expected to take these opportunities and make something of them.

But first, the coming year will see councils grappling with the unwelcome consequences of front-loaded spending cuts. Few had expected that the axe would fall so hard in the next two years in a way that prevents long-term planning for efficiency savings, forcing councils to cut quickly rather than optimally.

This is mirrored by numerous financial minds – some already high profile, others influencing quietly. The battle over spending will soon gain new leaders, with the retirements due of two influential fighters for the sector, Local Government Association chair Dame Margaret Eaton (Con) and its Liberal Democrat vice-chair Richard Kemp, who are both due to step down. Their successors now have to navigate a terrain that is quite different from the previous decade.

Inside

4-17 The LGC 50: local government’s most influential in the year ahead
18 Ones to watch
19 Organisations with influence
The drivers of change – those who have led in core themes over the past year:
20 Behaviour change and Big Society
21 Collaboration and partnership
22 Economic development and place shaping
23 Financial leadership
24 Innovation
25 Political leadership
26 Thought leadership
27 Transformation
28 Roll of honour: those on the LGC 50 in 2011 and previous years

Supporting talent at the heart of local government

I am delighted to see more local government leaders than ever before occupying the top slots in the LGC 50 list of most influential people in the sector – eight of the top ten are council chief executives and leaders. This is testament to the considerable achievements that often don’t make the headlines.

BT’s experience suggests that there is a wealth of creative and inspirational leadership at local level. The LGC 50 and the year-long Leadership Programme that we are supporting are an important way of providing formal recognition of this quality. Such acknowledgement is much needed in the face of recent comments from parts of central government and the media.

Strong, effective leadership across the local government functions will, of course, be all the more important in the coming year as the savings challenge is brought into sharp relief.

Transforming public services is not going to be an easy task. Leaders in local government will be presiding over a period of significant change and development involving finding new ways of working, both internally and in front-line services. They will need to influence and lead external stakeholders, trusts and partners, other local agencies and citizens.

The LGC 50 includes local government people who are leading in each of these areas and more. In doing so, it provides a useful starting point from which to share best practice. For the rest of the year, the Leadership Programme will continue to enable people to learn from each other and replicate the things that are really working.

As part of the programme, a series of special focus articles will explore some of the key leadership challenges. And while the LGC 50 celebrates the top leaders of today, the Future Leaders Network, launched this week, will highlight the up and coming leaders of tomorrow in the coming year.

I look forward to supporting local government leaders with LGC throughout the year.

Chris Ainslie, vice-president, BT local, regional and devolved government

Top 10 Local Government Leaders on the LGC 50

Derek Myers
Graham Burgess
Andrea Hill
Andrew Smith
Stephen Greenhalgh
Jules Pipe
Steve Reed
David Parsons
Rob Whitehouse
Gavin Jones and Roderick Bluh

203 nominations

3 Ministers
7 Civil servants and advisers
12 Women
38 Men
13 Politicians

PLUS don’t miss your pull-out centre-spread
Leading local government in the year ahead

1. ERIC PICKLES, SECRETARY OF STATE, DCLG

Love him or loathe him – and if you’re one of local government’s higher earners chances are it’s the latter – the secretary of state for communities and local government is impossible to ignore.

He has made more impact quicker than any previous holder of his role, and he will continue to shape the local government landscape in the coming year. The former leader of the City of Bradford MDC is a potent mixture.

An avowed localist who sees fit to tell councils to exhibit Christmas decorations and the Queen’s portrait, a Tory who denounces some of his own party’s councils as “municipal socialists”, and a secretary of state who boasts of getting Whitehall off local government’s back while embroiling himself in disputes about individual chief executives’ pay and dustbins collections.

He has also been a populist touch, regularly getting himself into the press playing the role of people’s champion against “extravagant” councils.

But on the other side of the balance sheet he has scraped many of the old top-down controls, flinging aside the Audit Commission, the government regional offices, the comprehensive area assessment system and local area agreements, among much else.

The question is whether he really will let the sector and local politicians police themselves once the Localism Bill passes, or will he still be tempted to issue edicts and criticism. Either way, with the passage of the bill, the resource review and his undoubted power, Mr Pickles will be the most influential person in the year ahead.

2. PAUL KIRBY, HEAD OF POLICY DEVELOPMENT, DOWNING ST

The new policy chief at 10 Downing Street is, by rich irony, the architect of the old comprehensive performance assessment system from his time at the Audit Commission – both of which have been scrapped by the government he now serves. He was also part of Tony Blair’s performance regime in central government.

A competent pair of hands, once described as “outstandingly bright, quick and clever” and with a local government background, he is going to be encouraging the centre to look harder at delivery over the next few years.

He will also be overseeing policy but with no quarter allowed for lax or lame local authorities or for any ‘sacred cows’. Mr Kirby was formerly a consultant with KPMG, and was seconded to Conservative central office before the election where he became close to the shadow Treasury team.

This closeness to the government’s most enthusiastic cutters may create nervousness among councils as to what could flow from his newly powerful position, as indeed could his co-authorship of the Payment for Success report, which advocated the aggressive implementation of payment by results across the public sector.

The question is whether he really will let the sector and local politicians police themselves once the Localism Bill passes, or will he still be tempted to issue edicts and criticism. Either way, with the passage of the bill, the resource review and his undoubted power, Mr Pickles will be the most influential person in the year ahead.

3. DEREK MYERS, CHIEF EXECUTIVE, KENSINGTON & CHELSEA RBC

One of the sector’s father figures, Derek Myers has huge experience in a range of roles, and runs one of the country’s best authorities. As chair of the management board of the Society of Local Authority Chief Executives and Senior Managers he provides leadership from the front for the whole sector, and is valued for his erudition and insight.

He is well regarded for having “a wise old head”, and for his ability to keep his head while all others are losing theirs. Mr Myers is part of the team that is merging major services with neighboring Westminster City Council and Hammersmith & Fulham LBC (see entry 19) and will additionally become chief executive of the latter when Geoff Alltmes retires in October.

He stirred controversy last year when he called, in his Solace role, for the private sector to be subject to levels of accountability and fiduciary control in line with the public sector to restore trust in civil society.

In one of the rare occasions where he failed to convince his peers of his case, he set out the direction of his thinking with a vigorous defence of the welfare state and the role of public managers, arguing that comparisons of moral and ethical standards in commercial organisations and public institutions was “simply wrong”.

It was perhaps his call for a tax system in which all records are seen as public property that alarmed his heads while all others are losing theirs. Mr Myers is part of the team that is merging major services with neighboring Westminster City Council and Hammersmith & Fulham LBC (see entry 19) and will additionally become chief executive of the latter when Geoff Alltmes retires in October.

He stirred controversy last year when he called, in his Solace role, for the private sector to be subject to levels of accountability and fiduciary control in line with the public sector to restore trust in civil society.

In one of the rare occasions where he failed to convince his peers of his case, he set out the direction of his thinking with a vigorous defence of the welfare state and the role of public managers, arguing that comparisons of moral and ethical standards in commercial organisations and public institutions was “simply wrong”.

It was perhaps his call for a tax system in which all records are seen as public property that alarmed his colleagues the most.
Mr Parsons is emerging as a player among Conservative politicians, and is certainly unafraid of a scrap

5 ANDREA HILL, CHIEF EXECUTIVE, SUFFOLK CC

Suffolk CC’s chief is driving one of local government’s most radical experiments on the Big Society concept with its vision of becoming a ‘commissioning council’. Suffolk has resolved to “withdraw as much as possible from its role as a service provider”.

Opponents have tried to label this as merely conventional outsourcing, but at the heart of Mr Hill’s vision is a council that signs service delivery contracts with mutuals led by its current staff and with voluntary sector bodies.

Only a few of Suffolk CC’s services are expected to go to the private sector. Such an upheaval has inevitably created enemies, and Ms Hill has shown fortitude and spirit in taking them on and putting across her case, not least in the face of a hostile media campaign.

This idea seeks to give residents more control over services, possible transfer of adventure playgrounds to social enterprise trusts, and developing a 500-strong network of ‘green’ community champions to make environmental improvements.

Early projects include a community-led model to reorganisation youth services, possible transfer of adventure playgrounds to social enterprise trusts, and developing a 500-strong network of ‘green’ community champions to make environmental improvements.

Progress will influence the approach that others take in the year ahead.

6 ANDREW SMITH, CHIEF EXECUTIVE, HAMPSHIRE CC

Andrew Smith was Hampshire CC’s director of property, business and regulatory services for 11 years, and it is this expertise that he has drawn on to lead the Local Government Association’s workstream on procurement, capital and shared assets.

Some £3bn a year gets spent in these areas and he has worked to develop procurement models to allow it to be managed better, releasing money for spending elsewhere.

Mr Smith has argued that the barriers to efficiency and effective procurement are often not technical, but include council sovereignty over working practices, local capacity constraints, supply chain management behaviour and an inability to deploy collaborative arrangements.

Mr Smith’s influential work will help councils overcome these constraints. He is currently examining how to make new methods of financing work, such as prudential borrowing, tax increment financing and accelerated development zones.

He has also worked with the Office of Government Commerce and the Treasury on government national efficiency reviews.

Mr Smith’s expertise makes him the go-to person for advice that will be much needed in the year ahead.

7 STEPHEN GREENHALGH, LEADER, HAMMERSMITH & FulHAM LBC

Stephen Greenhalgh was Hammersmith & Fulham LBC’s first Conservative leader for 20 years when he won in 2006. He then announced an intention to carry out the unlikely feat of cutting council tax every year, even as the storm clouds of cuts appeared on the horizon.

Cllr Greenhalgh hoped in the long term to emulate neighbouring Wandsworth LBC’s low levels.

The tax has since come down, and Hammersmith & Fulham has become one of the few authorities to see rising resident satisfaction as its administration was streamlined.

It won LGC’s Council of the Year award in 2010 when it was praised by the judges for “doing something very special in challenging times” by finding ways to deliver more for less.

Since then Cllr Greenhalgh has been central to the creation of shared services with Kensington & Chelsea RBC and Westminster City Council, which will see his council share Kensington & Chelsea’s former chief executive, Derek Myers.

Cllr Greenhalgh is an influential figure in Conservative policy circles, is said to be a personal friend of many cabinet members, and gains from his status as running a flagship council in an area where his party has not traditionally been in power.

8 JULES PIPE CBE, MAYOR, HACKNEY LBC

Now in his third term as Hackney LBC’s elected mayor, Mr Pipe (Lab), a former chemist and journalist, also became leader of London Councils after last year’s elections.

In a borough that was once a byword for the ‘irony left’, and beset with corruption scandals, Mr Pipe has gradually introduced a strong performance culture. His priority has been to bring efficiency to Hackney’s administration, which he has done while freezing council tax for five years and seeing resident satisfaction rates increase from 60% to 72% since 2006 – double the London average.

At London Councils Mr Pipe has to work on a cross-party basis carrying Conservatives and Liberal Democrats with him. He has described the common interests of all of the London boroughs as being “power and money”, and has used his role on London Councils to argue both for more powers for councils, and to lobby for the capital’s financial settlement.

His leadership has marked him out on the national stage, providing strong opposition to government – a role that will no doubt continue.

This activity may have endeared him to Eric Pickles, communities and local government secretary, but Mr Pipe is unlikely to mind that too much.

9 STEVE REED, LEADER, LAMBETH LBC

Steve Reed is one of Labour’s rising figures in local government, bucking trends to take control in 2006 and then holding it last year.

He has been the architect of the ‘co-operative council’, sometimes known as the ‘John Lewis council’ – a concept that has become one of the left’s alternatives to the Big Society.

Cllr Reed’s challenge will be how far he can take this as he deals with the impact of spending cuts on a borough with areas of deprivation.

The development of the ‘co-operative council’ was itself unusual as it involved setting up a Citizen’s Commission to take local and national evidence and arrive at recommendations.

This idea seeks to give residents more involvement in, and control over services by putting council resources in their hands. The Commission’s report, published in January, has been followed by Lambeth putting forward 16 ‘early adopter’ ideas to put the idea of this kind of co-operation into practice.

Progress will influence the approach that others take in the year ahead.

10 DAVID PARSONS CBE, LEADER, LEICESTERSHIRE CC

The Conservative leader of Leicestershire CC has been a source of leadership at the Local Government Association at a time when the sector has been under attack, not least from ministers in his own party.

Mr Parsons has chaired the LGA improvement board and championed the Total Place approach to consolidating local public sector budgets to drive efficiencies, by eliminating wasteful duplication between services, and also to explore possibilities for joint working across services that were previously hampered by different accountability streams.

Leicestershire’s work as a pilot on community budgets, which takes on the original idea, is now judged crucial to the approach’s success.

Cllr Parsons was involved in drawing up a joint submission on the concept of community budgets to ministers from both councils and Whitehall departments ahead of last autumn’s spending review.

Politically, Mr Parsons is emerging as a player among the next generation of Conservative local politicians now coming to the fore, and is certainly unafraid of a political scrap.

He could become a force in the LGA, where his board has driven work on helping councils to help themselves before anyone else does this for them.
The most influential voices in the sector

11 ROB WHITEMAN, MANAGING DIRECTOR, LIGD

As managing director of Local Government Improvement and Development, Mr Whiteman has provided leadership for the movement towards sector-led regulation and improvement, replacing the oversight of the doomed Audit Commission. If he succeeds this could be a game-changer for local government as it proves its ability to look after itself without any ‘big brother’ looking over its shoulder. But to do it he will have to convince ministers that it is capable of self-improvement where necessary, which is where LGID will be tested. Mr Whiteman has also pushed local authorities to be at the vanguard of localism and decentralisation. His influence, insight and innovations have been drawn from his previous experience as chief executive of Barking & Dagenham LBC, when it succeeded in driving reforms without any ‘big brother’ looking over its shoulder.

12 GREG CLARK, MINISTER FOR DECENTRALISATION

It would perhaps be rude not to mention Greg Clark as the brains of the Department for Communities and Local Government. But as author of Total Politic, he is rated as its ‘thinker’ – the one with the real vision for localism. Unusually, his brief runs beyond his own department to drive decentralisation across Whitehall, making this MP for Tunbridge Wells as influential a figure as he chooses to be in the battle to get those departments on board that have historically been reluctant to let go of their powers or money.

Mr Clark’s past in the Social Democratic Party long behind him, he is now close to the top ranks of the Tories, having served as chief of staff to leaders William Hague, Iain Duncan Smith and Michael Howard. Mr Clark’s rational influence will be vital to creating more constructive central-local relations.

13 GAVIN JONES AND RODERICK BLHU, SWINDON BC

A few years ago, Swindon was an underperforming council. Now, under chief executive Gavin Jones (above, left) and leader Roderick Blhu (Con), it is leading on two innovations, in family policy and in technology.

Their work on complex families has given its social services team a new approach, by looking at each family in the round and selecting different professionals as appropriate to work with them.

Swindon’s Digital City project aims to install free broadband internet access across the borough, which has been done in the Highworth area.

14 SIR ROB KERSLAKE, PERMANENT SECRETARY, DCLG

A figure as far apart from the ‘Sir Humphrey’ stereotype as Whitehall gets, Sir Bob Kerslake arrived in September 2010 as permanent secretary to the Department for Communities and Local Government, having spent a large part of his career within local authorities. As permanent secretary, Mr Kerslake is expected to be a moderating influence on the excesses of ministers in a hurry. He will also be able to empathise with former colleagues who are grappling with the implications of cuts on public spending.

He will be able to draw from his experience as chief executive of Sheffield City Council for a decade, where he built a high profile on the national stage and much respect among peers.

In 2008 Sir Rob left to run the Homes and Communities Agency when that was set up out of the ashes of the Housing Corporation, and led the rapid work it did to set up programmes to support the housebuilding industry and home buyers during the depths of the recession.

15 SHERIDAN WESTLAKE, SPECIAL ADVISER TO THE SECRETARY OF STATE

Fifteenth on this list might seem a strange place to find an obscure Conservative backbencher from Guildford BC, but while his name might not be known to the public, Mr Westlake is widely credited – or not, depending one one’s view – with the latest popular sensation, Sheridan Westlake is in fact a special adviser to Eric Pickles. Mr Westlake is widely credited – or not, depending one one’s view – with many of his master’s extravagant and seemingly never-ending press attacks on councils, and has helped to fashion his image as a scourge of local government ‘waste’.

Head of the civil service, Sir Gus O’Donnell, reportedly wrote to David Cameron with concerns about the “role or conduct” of special advisers.

Nevertheless, Mr Westlake wields considerable influence for good or ill at the heart of the Pickles project to make the sector leaner. He is thought to be the origin of some of the more lurid attacks he has made.

His influence, though, derives from his place at Mr Pickles’ side; were he to cease to be his master’s voice, it might be back to Guildford and back to relative obscurity.

16 JOANNA KILLIAN, CHIEF EXECUTIVE, ESSEX CC AND BRENTWOOD BC

Joanna Killian is the only person to be chief of both a county and a borough – and on Eric Pickles’ doorstep. She has also found the time to play a growing role nationally, speaking at events and leading a productivity workstream for Local Government Improvement and Development.

It’s little wonder that Essex, one of the largest councils – has seen many innovations on her watch, from setting up a bank to support local small businesses, to rescuing village post offices.

Meanwhile, she dealt with an attack from Mr Pickles and others over her salary with poise and dignity. Ms Killian has a high profile that is likely to get higher.

17 JOHN BARRADELL, CHIEF EXECUTIVE, BRIGHTON & HOVE CITY COUNCIL

John Barradell is one of a growing band of chiefs who are using technology to drive the redesign of services. For example, he held a ‘city camp’ at which citizens could design smartphone applications to measure local congestion or air quality, or show how to access services.

This, and his leading, edge commissioning council model, put him at 17.

18 NICK WALKLEY, CHIEF EXECUTIVE, BARNET LBC

Barnet LBC hit the headlines in 2009 with its ‘easyCouncil’ approach. This name, likened to a certain budget airline, was not Barnet’s choice but it has brought the council sought a model with which it would provide basic services.

Under this approach, residents would be free to buy more as they chose, and do more for themselves just as tourists book direct rather than rely on a travel agent. Mr Walkley wishes to engage the public and use their feedback to design services. From that he aims to derive priorities for commissioning – something he argues councils can do at talking about but in most cases have yet to do, partly because they lack experience.

He is noted for wanting to bridge the gap between the best of private sector customer focus and that normally found in local government, even as councils let go of some things they have traditionally done.

But 2011 is the year when the theory is put into practice, and that puts Barnet’s chief in the limelight again. Sink or swim, the sector will be watching.
Despite being a finance director, Paul Woods is credited with a ‘cheerful glass half-full’ view of the world
The most influential voices in the sector

27 MARTIN REEVES, CHIEF EXECUTIVE, COVENTRY CITY COUNCIL

Martin Reeves is another of the new wave of technology fans in the upper reaches of local government. He is noted for his fresh thinking, and for the economic regeneration agenda that he is taking forward in Coventry. Coventry’s symbols is a phoenix, and that could sum up his approach to a city that once grew wealthy on heavy engineering should now seek out opportunities to revive its economy based on new technologies.

Mr Reeves has also introduced innovations in engaging with the public, including CoVlans, a three-day forum organised in collaboration with IBM and held in the summer of 2010. During the event, some 900 Coventry citizens, local businesses and public bodies were invited to participate in the online conversation to discuss the future of the city. Looking at its urban landscape, skills for the economy, quality of life and how the community can have greater control. Mr Reeves is also a keen advocate of using social media to reach residents.

28 MAX WIDE, DIRECTOR OF STRATEGIC DEVELOPMENT, BT GOVERNMENT

Max Wide is best known for his pivotal involvement in two of the country’s most high-profile council transformation programmes: so-called easyIslandet and Suffolk’s divestment strategy. This work will be increasingly influential in the coming year as other authorities plan their transformation journey. Media coverage of Barney’s plans focused almost exclusively on charging citizens for premium services. But at the heart of its Future Shape Programme was creating a new relationship with citizens in which they play a more active role – as holdymakers book flights direct rather than using an agent. This work started in 2008. Mr Wide, who spent 20 years at London Boroughs and has worked with 60 authorities to deliver change programmes, is currently on secondment with Suffolk. There, he is developing new ways of delivering services through social enterprises, employee mutuals and community groups.

29 RENÉ LUCAS

Whether as director general at the Department for Communities and Local Government, chief executive at South Tyneside, or board member for the likes of Sport England, Ms Lucas has proved to be influential in each of her recent roles. Announcing her departure from DCLG last November, Ms Lucas vowed to continue to be involved with the sector she loves – and we can expect this much-respected figure to continue to be influential in her latest incarnation. Ms Lucas is particularly well known for her innovative streak and for bringing out the best in people – traits that will be more important than ever in the coming year.

30 HELEN BAILEY, CHIEF EXECUTIVE, LOCAL PARTNERSHIPS

Local Partnerships is the commercial advisory body owned jointly by the Local Government Association and HM Treasury. In straitened economic times, the organisation’s contribution will be vital. Ms Bailey will lead its evolution to explore new funding vehicles for councils and the future of public-private partnerships.

Ms Bailey joined this year from the Treasury, where she was director of public services, and where she helped instigate the Total Place concept, and before that she was chief of Islington LBC – the country’s most rapidly improved council. This makes Ms Bailey uniquely qualified as well as much respected.

31 DAVID BEHAN, DIRECTOR-GENERAL, DEPARTMENT OF HEALTH

David Behan, director general of social care, local government and care partnerships at the Department of Health, has moved from local government into Whitehall. This puts him at the heart of debates about how social care can be afforded and delivered in the face of rising demand and falling resources – making him a valuable voice of local government. His influence grows with the joint-working agenda.

Having started his career in social work, Mr Behan rose to become director of social services at Greenwich LBC before taking over as chief inspector for the former Commission for Social Care Inspection in 2003.

Mr Behan has also been a key member of Sir Michael-Bichard’s group that fleshed out the Total Place concept, and has been involved in changes to the way in which services to reduce drug and alcohol abuse are delivered.

32 GARY PORTER, LEADER (CON), SOUTH HOLLAND DC

The Conservative leader of South Holland DC and chair of the Local Government Association environment and housing board also wears a social care hat – as chair of the District Councils Network.

In this latter role, Gary Porter is playing a powerful role in shaping the local government landscape. He is credited with match-making councils wanting to share a chief and senior management team, with the likes of Hammersmith & Fulham and Kensington & Chelsea following suit.

As the year progresses, Cllr Porter’s influence will continue to be felt as more arrangements are brokered and announced. This will build on his work over the past year to put district issues centre-stage in local government as the tradition of each of them being self-contained weaknesses in the face of financial pressures. Cllr Porter has travelled widely telling other councils about how shared services can be made to work, and his own council has set up Compass Point Business Services, a back-office operations provider.

33 STEVE HILTON, DIRECTOR OF STRATEGY, DOWNING ST

It is hard to assess the exact extent of Steve Hilton’s power. But as the prime minister’s director of strategy it is certainly substantial. He is one of a small circle of people around David Cameron who helped him develop ways in which the Conservatives could shed the memory of the Major government and reinvigorate a party more in tune with the country they aspired to rule. The Big Society is commonly thought to have been Mr Hilton’s idea, and he has worked to give substance to it after its rather uncertain road-testing among the public last year.

Mr Hilton is the man with big ideas at the centre of government. He’s the man with big ideas at the centre of government – and even if he has little time for local government, his ideas about policy and the Big Society in particular will be important.

34 DAVID HALPERN, SENIOR FELLOW, INSTITUTE FOR GOVERNMENT

A policy heavyweight at the centre of government, Dr Halpern is a senior fellow of the Institute for Government, where he was previously deputy director.

He is now on secondment to 10 Downing Street and the Cabinet Office to build the government’s behavioural insight team, and support work on the Big Society and wellbeing agendas.

This team was set up last year to look at ways to solve policy challenges using theories of behavioural economics, which considers the factors that influence individuals’ choices. He has been there before, serving as chief analyst in the Prime Minister’s Strategy Unit from 2001-07, when Tony Blair was in charge.

Dr Halpern has led many policy reviews and set up the former Social Exclusion Task Force, drafting its action plan. He has written a number of influential papers, on topics such as ‘behaviour change and personal responsibility.’ Before entering government, he taught social and political sciences at the University of Cambridge.

The Big Society is commonly thought to be Steve Hilton’s idea, and he has worked to give substance to it.
The most influential voices in the sector

35 Jullia Goldsworth, Special Adviser to Chief Secretary, HM Treasury

To go from being an MP to being special adviser to the chief secretary to the Treasury is an unusual career route in politics, but Julia Goldsworth, who lost her Falmouth and Camborne seat last year by just 68 votes, has instead gained a place close to the levers of power.

Ms Goldsworth was the Liberal Democrat shadow secretary at the Department for Communities and Local Government in the last parliament, and she is therefore credited with a significant understanding of local government and its particular challenges. Now, working with chief secretary Danny Alexander to shape policy in the Treasury affords considerable influence at the heart of central government.

In opposition, Ms Goldsworth was a strong decentralist, it is thought that the Treasury is yet to stifle this commitment, not least because she comes from Cresswell where feelings against being ruled from outside run strongly.

36 Dominic Campbell, Founder, FutureGov

Mr Campbell entered local government through the Graduate Development Programme, in which select groups of graduates are groomed as future leaders. Challenged with a desire to change local government for the better – and quickly – he left the sector to set up FutureGov in 2008. He is rated for stirring rebellion among local government officers and councillors to challenge preconceptions of engagement, communities and technology.

Mr Campbell has led numerous projects and his influence is set to continue and increase, with his seemingly endless flow of ideas. His latest is ‘Simple’, a ‘social innovation marketplace’ connecting councils with innovative improvement ideas.

With admirers from across the sector and in the US, Mr Campbell carries significant clout. His impressive Twitter following is unrivalled and he would top any social media influence list.

37 Daniel Ratchford, Strategic Director, Sutton LBC

Daniel Ratchford is Sutton LBC’s strategic director of environment and leisure, and as a leading light on behaviour change activities. He has led Sutton’s work – including its £5m initiative in partnership with Transport for London that helps residents make better choices about travel, encouraging walking, cycling and the use of public transport.

Mr Ratchford was a director of Capital Ambition – an improvement strategy led by London local government. He has also worked at Islington LBC from 2002 and has been on a secondment to the NHS.

38 Andrew Kerr and Jane Scott, Wiltshire CC

Wiltshire is a new unitary whose creation led to the abolition of four districts amid inevitable controversy. Its chief executive Mr Kerr, and Conservative leader Jane Scott, have sought to steer the new council so it doesn’t simply exploit its new size, to drive efficiencies and implement ways of working that reach lower levels than the old councils did.

There are now 18 area boards, which include councillors, community area managers, other relevant officers, and a cabinet member. They also draw on the local NHS, fire and emergency services, police, town and parish councils, and other groups to find solutions for local issues, and have a formal status within the council.

A combination of a political leader described as “very clear thinking and focused” and a chief executive steering the delivery of this, will be watched closely across local government to see if a geographically big council can make a reality of localism while it also seeks to gain its promised efficiency savings.

39 Kim Ryley, Chief Executive, Shropshire CC

Chief of the new unitary Shropshire Council, was the same chief who pulled full council out of its troubles in the mid-2000s. Kim Ryley is delivering a radical change programme at Shropshire, where he plans to cut management overheads by 20% to save money, while projecting the front line. He is also looking at ideas of using mutants and the voluntary sector to a greater extent in service delivery.

As a new unitary, the council has signed up to demanding efficiency savings quite apart from the impact of spending cuts. Mr Ryley’s advice is widely valued. He has mentored the troubled Doncaster MBC and he is the current president of the Society of Local Authority Chief Executives and Senior Managers.

His Solace role provides a platform for him to share his thinking. He has already shown himself to be a thought leader, using occasions such as the annual Solace dinner, when he made an early, informed analysis of the government’s public service reform agenda.

40 Phil Coppard, Chief Executive, Barnsley MBC

The long-standing Barnsley MBC chief executive received an OBE in 2009 for services to local government.

While many of his peers have remained silent, Phil Coppard is prepared to stand up for the sector and publicly challenge some of the erroneous criticism often peddled about local government throughout the national media. This year he presented a powerful challenge to ministers, suggesting that well-run councils would not be affected by the budget cuts.

The sector’s ability to communicate will be critical for its reputation and credibility among ministers and residents over the coming year – senior local government will need to show such similar leadership.

In his role as secretary of Special Interest Group of Municipal Authorities, the outspoken Mr Coppard has also kept the needs and concerns of some of the UK’s most deprived council areas on the agenda.

41 Joyce Redfearn, Chief Executive, Wigan MBC

As one of the small number of people who are chief executives of both a council and a primary care trust, Wigan’s Joyce Redfearn embodies the closer working between these sectors as local government gets ready to take back responsibility for public health.

On the basis of this experience, Ms Redfearn has addressed the massed ranks of Whitehall’s permanent secretaries on collaborative leadership. She is also closely involved in the regional efficiency and improvement partnerships, chairing the Chief Executives Task Group, which provides advice to the LGA and Local Government Improvement and Development on sector improvement and efficiency.

42 Boris Johnson and Sir Simon Milton

London’s elected mayor, ‘blond bombshell’ Boris Johnson, is not known – whatever his other merits – for doing detail, which is where Sir Simon Milton comes in.

A former leader of Westminster City Council and briefly chair of the Local Government Association, Mr Milton’s role in this double act is to act as a wise head for an effervescence mayor, for whom he is the perfect foil. Between them they are planning the shape of London post-Olympic Games, and grappling with the regeneration of a city often mistakenly thought to be uniformly wealthy.

Sir Simon’s role is to make sure the mayor’s strategies in planning and development get delivered, whether they can do this long term will depend on next year’s elections.

As 2012 approaches, Mr Johnson and Sir Simon will continue to be a force for change in the capital. The mayor’s role in creating and sustaining world-class relations with the London boroughs is also noteworthy.
Donna Hall is widely respected by her peers for really making a difference at Chorley BC and at nearby, but not adjacent, Wyre BC, which she additionally took on in October 2010. She joined Chorley at a low point in 2006 when she had to cut 20% of jobs rapidly and cope with low staff morale. But within a few years it gained ‘beacon’ status and quickly climbed the ‘Best Council to Work For’ list.

Ms Hall has a very personal style of leadership, using a blog to tell people what she’s been doing, holding regular ‘listening days’ and using e-newsletters to celebrate staff achievements.

And she is possibly the only chief executive to have been embroiled in a dispute about whether she was in the anarchist rock band Chumbawamba.

Cllr Iolo Gordon has two roles in addition to being Hertfordshire’s leader, both of which could position him for higher things.

He is chair of the County Councils Network (CCN) and also of the Conservative Councillors Association (CCA), and is thought of by some as a candidate for the party’s leadership.

Cllr Gordon’s role in the CCA gives him real influence within the Local Government Association as a future leader of his party.

Although he keeps a relatively low profile, Cllr Gordon’s role in the CCA, working with a Conservative secretary of state, gives him real influence in government, and a platform from which to put local government’s case to ministers.

As CCN chair he has sought to bring counties together to share services and learn from each other, as they grapple with spending cuts and increased demands for care services and waste.

Shadowing Eric Pickles ought to be a job that provides plenty of scope for an ambitious opposition politician, especially having had experience of having served in his department.

Caroline Flint was housing and planning minister in 2008 under Labour. Her job now will be to find a way of convincing Mr Pickles without appearing to be opposed to localism, which her party subscribes to, though not in the same manner.

Ms Flint has been a loud voice against the front-loading of spending cuts on councils and against the impact of cuts on public services, but it is still early days for her to be setting out Labour’s vision for local government will be, come the next general election.

It may be four years before an election gives her the chance to resume office, but local government will want to see the shape of what Labour plans well before that.

When trouble strikes among chief executives, it is Mary Orton, secretary of the Association of Local Authority Chief Executives – the chief’s trade union – they turn to for help.

This year, the hue and cry against chief executives’ pay, led by Eric Pickles, has made Ms Orton’s job tougher, as her members’ remuneration becomes matter of public concern, even of scorn.

Her phone will keep on ringing in the coming year as she continues to stand above the parapet and take on bigots and ridicule from parts of the government that ought to know better.

Her day job is as chief executive of Waverley BC.

As chief executive of London Councils since 2007 John O’Brien works in a cross-party environment in which politicians, who might otherwise be in conflict, try to develop common positions on the capital’s needs.

His continued efforts to guide the London boroughs in their relations with the Mayor since the election continue to impress.

He has a long history in the sector to stand him in good stead in the tricky job of balancing up his different politicians as the cuts bite.

This history includes a stint at the Local Government Association, supporting an independent review of its internal workings. He was seconded there from the Department for Communities and Local Government, where he was director of local government performance and practice.

Mr O’Brien was also involved in drawing up the 2006 Local Government White Paper. Prior to 2003 he was a director at the former Improvement and Development Agency for Local Government.

Sunderland must, like many cities that once relied on heavy industry, remake its local economy to exploit other skills.

As the city council’s chief since January 2009, Dave Smith has driven a programme to help local citizens become technologically literate.

This vision saw Sunderland take first place in the Britain Works Challenge, sponsored by Microsoft, bringing it £11m worth of IT training vouchers for local people through the Sunderland Microsoft Learning and Employment Project (Smile). Judges singed the council out for its concept of the family being the route to getting citizens back to work for both localism and his city.

But within a few years it gained ‘beacon’ status and quickly climbed the ‘Best Council to Work For’ list. Donna Hall is widely respected by her peers for really making a difference at Chorley BC and at nearby, but not adjacent, Wyre BC, which she additionally took on in October 2010. She joined Chorley at a low point in 2006 when she had to cut 20% of jobs rapidly and cope with low staff morale. But within a few years it gained ‘beacon’ status and quickly climbed the ‘Best Council to Work For’ list.

Ms Hall has a very personal style of leadership, using a blog to tell people what she’s been doing, holding regular ‘listening days’ and using e-newsletters to celebrate staff achievements.

And she is possibly the only chief executive to have been embroiled in a dispute about whether she was in the anarchist rock band Chumbawamba.

Cllr Iolo Gordon has two roles in addition to being Hertfordshire’s leader, both of which could position him for higher things.

He is chair of the County Councils Network (CCN) and also of the Conservative Councillors Association (CCA), and is thought of by some as a candidate for the party’s leadership.

Cllr Gordon’s role in the CCA gives him real influence within the Local Government Association as a future leader of his party.

Although he keeps a relatively low profile, Cllr Gordon’s role in the CCA, working with a Conservative secretary of state, gives him real influence in government, and a platform from which to put local government’s case to ministers.

As CCN chair he has sought to bring counties together to share services and learn from each other, as they grapple with spending cuts and increased demands for care services and waste.

Shadowing Eric Pickles ought to be a job that provides plenty of scope for an ambitious opposition politician, especially having had experience of having served in his department.

Caroline Flint was housing and planning minister in 2008 under Labour. Her job now will be to find a way of convincing Mr Pickles without appearing to be opposed to localism, which her party subscribes to, though not in the same manner.

Ms Flint has been a loud voice against the front-loading of spending cuts on councils and against the impact of cuts on public services, but it is still early days for her to be setting out Labour’s vision for local government will be, come the next general election.

It may be four years before an election gives her the chance to resume office, but local government will want to see the shape of what Labour plans well before that.

When trouble strikes among chief executives, it is Mary Orton, secretary of the Association of Local Authority Chief Executives – the chief’s trade union – they turn to for help.

This year, the hue and cry against chief executives’ pay, led by Eric Pickles, has made Ms Orton’s job tougher, as her members’ remuneration becomes matter of public concern, even of scorn.

Her phone will keep on ringing in the coming year as she continues to stand above the parapet and take on bigots and ridicule from parts of the government that ought to know better.

Her day job is as chief executive of Waverley BC.

As chief executive of London Councils since 2007 John O’Brien works in a cross-party environment in which politicians, who might otherwise be in conflict, try to develop common positions on the capital’s needs.

His continued efforts to guide the London boroughs in their relations with the Mayor since the election continue to impress.

He has a long history in the sector to stand him in good stead in the tricky job of balancing up his different politicians as the cuts bite.

This history includes a stint at the Local Government Association, supporting an independent review of its internal workings. He was seconded there from the Department for Communities and Local Government, where he was director of local government performance and practice.

Mr O’Brien was also involved in drawing up the 2006 Local Government White Paper. Prior to 2003 he was a director at the former Improvement and Development Agency for Local Government.

Sunderland must, like many cities that once relied on heavy industry, remake its local economy to exploit other skills.

As the city council’s chief since January 2009, Dave Smith has driven a programme to help local citizens become technologically literate.

This vision saw Sunderland take first place in the Britain Works Challenge, sponsored by Microsoft, bringing it £11m worth of IT training vouchers for local people through the Sunderland Microsoft Learning and Employment Project (Smile). Judges singed the council out for its concept of the family being the route to getting citizens back to work for both localism and his city.

Nicola Yates is leading work that seeks to shift a ‘can’t do’ culture among parts of Hull to a ‘can do’ one.

Nicola Yates joined Hull City Council as acting chief in 2008, having previously headed North Shropshire DC. She took the top job at Hull in November 2009.

She has driven forward work to make Hull the world’s first ‘responsive city’.

The city has high levels of unemployment, crime and poverty, so the council and its partners decided a different approach from traditional methods was needed to improve the lives of children and young people.

Restorative work uses a shared way of working, which provides the ‘glue’ that binds together agencies in a common approach. Hull’s objectives are that children can expect to be safe, healthy, happy, make a positive contribution to society and gain economic wellbeing.

Working more widely under the One Hull banner, the council and its partners seek to empower citizens to take part in making decisions that affect them.

Ms Yates is leading work that seeks to shift a ‘can’t do’ culture among parts of the community to a ‘can do’ one.

John Shipley, a city councillor for 34 years, was given a life peerage in May 2010. Although not well known nationally, he is expected to help drive central-local government collaboration, and argue the local authority case without being confrontational.

Lord Shipley will find himself in a position to bat for both localism and his city.
Organisations with influence

Local government boasts countless organisations; the days when all they needed to offer was an annual dinner and an official tie are long gone. The most effective ones make waves by the power of their ideas and their clout both within the sector and by representing it outside.

The judges were keen to highlight the ‘ones to watch’ – those they tip to be on the LGC50 list next year. An encouraging show of council directors, plus a few more established names, this list reveals those whose existing local influence is likely to blossom in the coming months.

JON AINGER
A director of the consultancy firm Impower, Mr Ainger is best known as a social care consultant to both children’s and adult services, trying to develop the next generation of thinking on service design, particularly focused on practical implementation of behaviour change. He received a strong showing of nominations from his colleagues in local government.

PAUL BLANTERN
Northamptonshire CC’s new chief came from the private sector having been managing director of Severn Trent Water’s commercial arm and involved in establishing Network Rail. Paul Blantern is rated as a highly creative thinker leading the agenda on the Big Society and behavioural change, and has also steered the county’s shared back-office service with Cambridgeshire CC, one of the largest of its kind.

CATHY FRANCIS
The change from regional development agencies to local enterprise partnerships is a major one and promises a stronger role for councils in economic development. As the Department for Communities and Local Government’s deputy director responsible for this, Ms Francis has been problem-solving on the ground, meeting local authorities to resolve problems face-to-face.

MANUELT GILL
The chief executive of West Lindsey DC is known for her thinking big on behaviour change, Big Society, and entrepreneurial councils. Energetic and highly motivated, Ms Gill is driving forward a new genre of council inspired by social enterprise and business. She is poised to make her mark on the agenda and become a key player.

DANIEL GOODWIN
The new chief executive of St Albans City & DC works closely with staff, councillors and his community to secure cultural development and explore sustainable development. He argues that the current financial challenge is presenting local government with a big opportunity to develop a framework that is fit for the future and the workforce to deliver it.

JUSTIN GRIGGS
As head of policy and development at the National Association of Local Councils, Justin Griggs works tirelessly to encourage all in local government to appreciate the sleeping giant that is the parish and town council tier. With 8,500 member councils who employ more than 25,000 staff and spend some £400m, this layer may become more important if it grasps the opportunities presented by localism.

SEAN NOLAN
As president of the Association of Local Authority Treasurers’ Societies, Mr Nolan has made a point of getting his treasurer colleagues to face up to the realities of the current financial climate following the spending review. His expertise with public finances is also starting to make its mark among senior civil servants.

He is also deputy chief executive and director of corporate resources at East Sussex CC.

ANDY O’BRIEN
Although East Staffordshire BC is a district, it has a social service with Cambridgeshire CC, one of the largest of its kind.

RICHARD PULESTON
Deputy chief executive of Essex CC is a creative thinker and rising star near the top of one of the country’s most interesting councils. Mr Puleston proved popular with readers making nominations for this year’s list.

TOM RIORDAN
Settling in as chief executive of Leeds City Council, Tom Riordan is promising great things. Mr Riordan, who joined Leeds from Yorkshire Forward, is expected to play an important place-shaping role and to raise the profile of the city.

He will draw from wide-ranging experience, such as leading a team of experts for the chancellor in 2008 to look at how the region could be rebalanced in terms of economic development, and bringing the development of the Leeds City Region. The first city region outside London, it will have wide powers over transport, regeneration and economic development, and perhaps demonstrates a way for other conurbations.

TOM STANNARD
Director of policy and communications at Blackburn with Darwen BC, Mr Stannard gives a national voice to the issues of place-shaping and deprivation in a council hit hard by cuts in grant; for innovations in the use of social media; and for his leadership of the team responsible for the launch and running of the Big Society project. He is also the co-founder and editor of the Big Society Community Network. He is a key player.

AGMA
The Association of Greater Manchester Authorities was once a local co-ordinating body with little profile, but is now the basis of the first city region outside London. Its 10 members have used it to pull together the Greater Manchester Combined Authority. The first body of its kind, it will have wide powers over transport, regeneration and economic development, and perhaps demonstrates a way for other conurbations.

CENTRE FOR CITIES
This respected thinktank’s focus on helping Britain’s cities to improve their economic performance has made a significant impact since it was launched in 2005. In the coming year, under the stewardship of new chief Alexandra Jones, the Centre for Cities’ work will be ever more important. Expect vocal involvement on the debate around business rates and tax incentives for business.

CONSERVATIVE HOME
Agree with it or not, this is the website where the most committed members of the coalition’s larger party gather to debate and argue, and it gives a vital insight into what the Conservatives are thinking, or might think in future.

INSTITUTE FOR GOVERNMENT
A cross between a high-level training body and a thinktank, The Institute for Government works across parties to develop the skills of public servants, politicians and political advisors and conducts research on public administration. A charity, backed by funding from Lord Sainsbury, it seeks to provide evidence-based advice that draws on best practice from around the world.

LOCAL GOVERNMENT INFORMATION UNIT
The change from regional development agencies to local enterprise partnerships is a major one and promises a stronger role for councils in economic development. As the Department for Communities and Local Government’s deputy director responsible for this, Ms Francis has been problem-solving on the ground, meeting local authorities to resolve problems face-to-face.

NEW LOCAL GOVERNMENT NETWORK
The NLGN was set up as Labour arrived in office to drive new ideas about decentralisation of power, public service reform, enhancing local governance and empowering communities.

This comes from a stream of well-received publications, and its Innovation Network brings together councils at the leading-edge of change. The NLGN’s long-term support for elected mayors has, though, borne less fruit.

“WE LOVE LOCAL GOVERNMENT”
This blog takes a sideways look at life in local government, providing a much-needed burst of humour for hard-pressed officers in the current climate, by reflecting on the many foibles of local authorities – both good and bad.

More seriously, it has a networking role, connecting chiefs and directors across areas of interest and expertise to share knowledge and best practice.

YOUNG FOUNDATION
The organisation that ran ‘Big Society’-type issues decades before the term was thought of, the Young Foundation can trace its work back to the sociologist Michael Young, one of the architects of post-war social reforms. It works mainly on innovation and entrepreneurship to meet social needs.
Adjusting the boundary between citizen and state

1 Francis Maude
Mr Maude is minister for the Cabinet Office, which has changed from being a collection of Whitehall oldfathers with little to do on efficiency in public services.
A government ‘thinker’, he leads on public sector efficiency and reform, where he has lost last time in seeking out waste. A Treasury minister under the previous Conservative government, he should know where waste can be found in Whitehall.

2 Steve Hilton
One of the prime minister’s closest confidantes from the ‘Notting Hill Set’, Steve Hilton now works with him as director of strategy in 10 Downing Street.
Mr Hilton was one of the originators of Big Society, which was developed as the ‘Tories sought to redefine themselves as the party that believed there was such a thing as ‘society’. Mr Hilton has attempted to give the idea substance after an uncertain reception at last year’s general election.

3 Greg Clark
The behavioural change that Greg Clark seeks is within government itself. As the minister for decentralisation he has a brief that, unusually, extends across the whole of Whitehall. He will drive localism through such a ‘traditionally reluctant departments as the Department for Health and the Home Office to convince them that this time the government is serious about Whitehall giving up some of its traditional powers.

4 Colin Barrow
The leader of Westminster Council has been at the centre of many initiatives in local government, drawing a talented team around him. Whether it is family recovery, shared services, self-sufficiency or even dealing with snow, Westminster under Colin Barrow’s leadership is at the forefront of innovation.

5 Matthew Taylor
Chief executive of the RSA thinktank, Matthew Taylor has been involved in many initiatives dealing with citizen engagement. He was chief political adviser to prime minister Blair and is known as an original thinker who is close to the centre of debates concerning the re-invention of public services.

6 Steve Reed
Lambeth LBC’s Labour leader is one of his party’s rising stars but is best-known for developing the concept of the ‘urban education estate’, which Lambeth is now putting into effect. This was honed by a Cotswolds gymnastics practice with the object of giving residents more involvement and control over services by putting council resources in their hands. Lambeth is pushing ahead on a number of early ‘adopter’ initiatives.

7 Gillian Rea
From Peterborough City Council’s chief executive has led its Citizen Power partnership with the RSA thinktank, which explores how the renewal of civic activism and community action might improve networks between people, build local participation and cultivate public service innovation. It works on sustainable citizenship, tackling drug and alcohol use, educational opportunity, the arts and the health of civic life.

8 Andrew Kerr & Jane Scott
The new unitary Wiltshire LBC’s chief executive Andrew Kerr, and leader Jane Scott, OBE, are doing the double act of running a large council that delivers demanding efficiency savings, while also delivering services at a more local level than did the county’s four former districts. This is being done through 18 area boards, which enjoy formal powers within the council to find and implement solutions to issues in each area.

9 Michael Coughlin
As chief executive of Reading BC, Mr Coughlin has been a strong advocate for behaviour change activity, including Reading’s Pulling Together mutual mission as a framework to develop and support self-reliant and capable citizens and communities.

10 Daniel Ratchford
The director of Sutton LBC’s strategic director of environment and leisure, and a leading light on behaviour change, Mr Ratchford has led Sutton’s Pan BID’s on transport for London that helps residents make better choices about travel, and encourages walking, cycling and the increased use of public transport.

Leading the way in joint working

1 Joyce Redfern
Wigan MBC’s joyce Redfern is one of the few chiefs heading up a council and a primary care trust. In these roles she can drive the two sectors closer together to work on health inequalities, as local government gets ready to take back traditional responsibility for public health. She has addressed Whitehall’s permanent secretaries on collaborative leadership.

2 Gary Porter
Leader of South Holland DC and chair of the Local Authority’s Environment and Housing Board is an enthusiastic for shared services and human resources. He has travelled widely around the country telling other councils about how they can be made to work.

3 John O’Brien
When the election saw London Councils turn red, enquirers predicted tough times ahead for relations in the capital. But Mr O’Brien has led the organisation to negotiate the tough terrain and forge constructive relations with the mayor and government.

4 Helen Bailey
An architect of the Total Place concept while she was director of public spending at HM Treasury, Ms Bailey saw a way to achieve efficiencies while devolving power to the local level. The idea behind Total Place was to draw together all public spending in each area under a partnership of public bodies working to agreed objectives. Although the underpinning of comprehensive area assessments has gone, the actual concept remains.

5 David Behan
The director-general of social care, local government and care partnerships at the Department of Health, David Behan is at the heart of debates about how social care can be afforded and delivered in the face of rising demand and falling resources. He was a key figure in working up the Total Place concept and he has been closely involved in reforms to drug and alcohol abuse services.

6 Jo Farrar
Ms Farrar is chief executive of Bridgend CBC, which is recognised for its impressive partnership working through its local service board. Inter-agency work on with children and families, mental health and substance misuse are particularly highlighted.

7 Joanna Killian
Ms Killian embodies collaboration, being the only person who is chief executive of both a county and district: Essex CC and Brentwood BC. Whether this arrangement will be emulated elsewhere remains unclear but it has been ground-breaking in showing the possibilities of sharing across tiers without the need for a wholesale re-organisation of local government.

8 Nicola Bulbeck
Ms Bulbeck is the first person to be a ‘long-distance’ chief executive, of two councils that are some 50 miles apart.

9 Geoff Altimes, Colin Barrow, Merrick Cockell, Stephen Greenhalgh, Mike More, Derek Myers
The leaders and chief executives come from core west London boroughs of Hammersmith & Fulham, LBC, Kensington & Chelsea, and Westminster. City Council are combining their children and adult social care services, as well as information technology and human resources. They believe this will save £3mn a year as management costs are cut in half.

Ministers will be watching, given their status as Conservative flags.

10 Roger Stone
Rotherham MBC’s Labour leader has led the regional partnership of Yorkshire and The Humber’s councils with political change, making it a strong cross-party body. Roger Stone commands the respect of leaders across the region and uses it to innovate and lead on improvement. He is acting as a go-between for squabbling police and local authorities in the troubled neighbourhood, Doncaster MBC.

Drivers of change: behaviour change and partnership

Collaboration has been key over the past year, from Total Place and Community Budgets, to shared arrangements with health, community policing partnerships, and shared services and staff. Those highlighted here have made a significant contribution to this developing agenda.

Drivers of change: collaboration and partnership

The top 50 lists those who will influence the shape of local government in the year to come – but in this period of significant change, judges also wanted to recognise those who shaped the landscape in the past year. Behaviour change, and now Big Society, have been major themes.

20 LGCplus April 2011

LGCplus.com

April 2011 LGCplus 21
Leaders of local enterprise and economic recovery

Grant Shapps
The minister for housing and local government is the architect of their new homes bonus. Under this, councils will receive a bonus payment from the government equivalent to six years’ council tax for each new home for which they give planning permission, with a similar arrangement for commercial developments. How this scheme will sit with Mr Shapps’ other enthusiasm – for handing powers over planning to neighbourhoods at a local level – remains to be seen.

Sir Simon Milton
The deputy mayor of London responsible for planning, the former Westminster City Council is the details man for his boss Boris Johnson. Sir Simon is guiding the capital’s economic development, in particular the legacy of the 2012 Olympic Games. He is also the mayor’s chief of staff.

Martin Reeves
Coventry City Council’s chief executive knows the city’s symbol is a phoenix. Mr Reeves uses social media and crowd-sourcing techniques, among others, to pull local economy from the ashes. He is working to move the city on from its former reliance on heavy engineering to a revival that uses its skill base but is founded on new technologies.

Cathy Francis
The Department for Communities and Local Government’s deputy director is responsible for supporting ministers on the birth of local enterprise partnerships. These are the new network of bodies run jointly by councils and the business sector that have replaced England’s regional development agencies as the main means to regenerate local economies. Cathy Francis is known for getting out and about across the country to talk to ‘can do’ one.

Jan Ormondroyd
Bristol’s place-shaping director is responsible for economic development focus, under its chief executive Ian Ormondroyd, caught the panel’s attention. Most recent is its partnership working with Cardiff and Swindon with the aim of creating a silicon valley down the M4 corridor.

Nicola Yates
Ms Yates joined Hull City Council in 2008 as deputy chief executive having previously headed the former North Shropshire DC. Chief executive since late 2009, she now runs a city that suffers high levels of unemployment, crime and poverty. The council and its partners are working under the One Hull banner to attract investment and endeavour to improve skills among local people.

McNeil Moloney
The Centre for Local Economic Strategies (CLES) is a thinktank, led by Mr McInroy, that is rated for bringing leadership to the localism agenda, and for doing more to advance the place-shaping agenda than are some councils. CLES seeks ways to combat social and economic inequality and lack of opportunity, by informing policy and developing practice.

Andrew Smith
Baroness Hanham
The DCLG minister and Hampshire County Council chief are renowned for their work on capital spending and cross-sector estate management – and the way this could shape places and save cash. Baroness Hanham continues to drive place-shaping, including ministerial group looking at community budgets.

Danny Alexander
Seven years ago the chief secretary to the Treasury was a press officer for the Cairngorms National Park. After his predecessor David Laws’ entanglement in an expense scandal, the Liberal Democrat MP for Inverness East found himself suddenly elevated to his present post a few weeks after the general election. He has been a robust defender of the cuts programme but insists the pain is being spread fairly.

Eric Pickles
The secretary of state at the Department for Communities and Local Government has landed himself in hot water with the sector. Accusations flew that he failed to fight its corner vigorously enough in last year’s spending review, leaving in the front-leading of cuts in 2011-13 when other spending areas escaped this immediate savaging. Councils will at least not have to answer for the resource implications to the financial watchdog the Audit Commission, as he has abolished it.

Tony Travers
As one of the leading academics and commentators in local government, Mr Travers does not claim to have accounting skills, but his value to the sector lies in the power of his analysis of what greater financial freedoms might mean for those at the sharp end, and how those powers might be used. He is the author of numerous reports on how councils could deliver better value with wider freedoms.

Helen Bailey
Ms Bailey is heading up Local Partnerships, on a temporary basis, looking at better ways to make public/private partnerships work and at potential new funding vehicles. This follows on from a three-year stint for the former Highland LBC chief executive, at the heart of government’s HM Treasury director of public services, in which role he was one of the architects of the Total Place concept.

Stephen Jones
Mr Jones is director of finance at the Local Government Association, and key influencer with government and local authorities.

Paul Woods
Newcastle City Council’s director of resources is someone whose advice is highly valued by public bodies across the north-east and more widely. He has been closely involved with the LGC’s work on capitalisation and has been a key source of information in unravelling technical financial issues over the financial settlement.

Steve Freer
Under Mr Freer’s leadership, the Chartered Institute of Public Finance & Accountancy has used its national platform to voice finance directors’ concerns that councils are setting unrealistic savings targets and could face severe financial difficulties as a result. Council leaders would do well to heed the warning.

Drivers of change: financial leadership

As the country tentatively emerges from recession, local government has risen to the additional challenge of an upheaval in economic development as it leads, in partnership with the business community, the new local enterprise partnerships.

Drivers of change: economic development and place shaping

Finance is always important but rarely more so than it is now, as the good times stop rolling in local government and the sector faces spending cuts that are not just deep but front-loaded. Here are some people looking for ways to make fewer resources go further.

Securing value for money on diminishing budgets

The agenda sections focus on a key topic, providing news, comment, analysis and best practice.
Innovators are often considered dangerous outsiders at the start, not merely thinking the unthinkable but actually doing it. But as yesterday’s startling inventions become today’s household objects, so in local government what was once orthodox will look obsolete.

Drivers of change: political leadership

The big political change of the past year was the replacement of the Labour government by the UK’s first peacetime coalition, of Conservatives and Liberal Democrats. This meant new ministers, new policies and, at least in name, a commitment to localism.

Pushing the political agenda forward

1 Eric Pickles
   Proof that influence and affection need not go hand-in-hand, the secretary of state for local government is someone who the sector cannot ignore. Mr Pickles has driven through localism and swept away a raft of regulatory and regional bodies giving local government a new political framework to work in whether it likes it or not.

2 Jules Pipe
   Hackney LBC’s Labour-elected mayor now also leads the cross-London Councils where he must take his flock with him to make the case for widening the capital’s unique devolution and for giving its councils an adequate financial base. Mr Pipe is interested in the idea of a codified engagement in stand-up fights on behalf of the sector with a Conservative secretary of state. He has won praise for being unafraid to do just that and for getting many prominent Tories to join him.

3 Richard Kemp
   The outgoing leader of the Liberal Democrats in the Local Government Association gained his political experience from decades in the rough and tumble of Liverpool politics. Mr Kemp is an articulate cross-party voice for local government, with a firm grasp of the broad political landscape. He’s unafraid to stand up for the sector, even against his own party.

4 Dave Smith
   As chief executive of Sunderland City Council, Mr Smith has driven a programme to help make citizens technologically literate, which saw it take first place in Microsoft’s Britain Works Challenge. Judges noted its concept of the family being the route to getting people back to work.

5 Max Wide
   Mr Wide is best known for his involvement in two of the country’s most high-profile council transformation programmes in Barnet and Suffolk. At Suffolk he is developing new ways of delivering services through social enterprises, employee mutuals and community groups. This will become more important as authorities begin to explore some of the thinking that underpins the Sutfolk model.

6 Dominic Campbell
   Mr Campbell entered local government through the National Graduate Development Programme before founding the Futuregov Network. Futuregov provides a place for people in the public sector and social innovators to talk, share, learn and help change the world.

7 Donna Hall
   Donna Hall is widely respected by her peers for really making a difference at Chorley BC and at nearby Wyre BC, which she also took on in 2010. She joined Chorley at a low point in 2006 when she had to cut 20% of jobs. But within a few years the council gained ‘hearts and minds’ status and quickly climbed the ‘Best Council to Work For’ list.

8 Phil Coppard OBE
   In the 1990s, Mr Coppard was one of the first to appreciate the opportunity of digital technologies to create efficient customer-focused services. That innovation continues today – and was recently praised by the government’s digital tsar, Martha Lane Fox.

9 Richard Kemp
   The outgoing leader of the Liberal Democrats in the Local Government Association gained his political experience from decades in the rough and tumble of Liverpool politics. Mr Kemp is an articulate cross-party voice for local government, with a firm grasp of the broad political landscape. He’s unafraid to stand up for the sector, even against his own party.

10 Caroline Flint
    The former housing and planning minister now has the task of harassing Eric Pickles as Labour’s shadow secretary of state for communities and local government. Ms Flint has so far been a voice against the effects of spending cuts but will be developing Labour’s vision of what it would offer the sector were it to return to power.

Drivers of change: innovation

Pioneers today for the solutions of tomorrow

1 Gavin Jones & Roderick Bluh
   This chief executive and leader team from Swindon Council have turned round a struggling council and innovated in the diverse fields of family policy and technology. They have led pioneering work on looking at complex families in the round, and are bringing free broadband to the whole town.

2 Irene Lucas
   As South Tyneside chief until 2009, Ms Lucas’ use of Japanese Kaizen philosophy and focus on productivity secured her position as one of the whole town.

3 John Barradell
   America’s premier direct marketing agency is an organization that is run by people rather than the other way around. Pioneers today for the solutions of tomorrow Pushing the political agenda forward

4 Martin Reeves
   Coventry City Council’s chief executive is another technology fan in the upper reaches of local government. Mr Reeves is looking at how a city that once grew struggling round a

5 Max Wide
   Mr Wide is best known for his involvement in two of the country’s most high-profile council transformation programmes in Barnet and Suffolk. At Suffolk he is developing new ways of delivering services through social enterprises, employee mutuals and community groups. This will become more important as authorities begin to explore some of the thinking that underpins the Sutfolk model.

6 Dominic Campbell
   Mr Campbell entered local government through the National Graduate Development Programme before founding the Futuregov Network. Futuregov provides a place for people in the public sector and social innovators to talk, share, learn and help change the world.

7 Donna Hall
   Donna Hall is widely respected by her peers for really making a difference at Chorley BC and at nearby Wyre BC, which she also took on in 2010. She joined Chorley at a low point in 2006 when she had to cut 20% of jobs. But within a few years the council gained ‘hearts and minds’ status and quickly climbed the ‘Best Council to Work For’ list.

8 Phil Coppard OBE
   In the 1990s, Mr Coppard was one of the first to appreciate the opportunity of digital technologies to create efficient customer-focused services. That innovation continues today – and was recently praised by the government’s digital tsar, Martha Lane Fox.

9 Richard Kemp
   The outgoing leader of the Liberal Democrats in the Local Government Association gained his political experience from decades in the rough and tumble of Liverpool politics. Mr Kemp is an articulate cross-party voice for local government, with a firm grasp of the broad political landscape. He’s unafraid to stand up for the sector, even against his own party.

10 Caroline Flint
    The former housing and planning minister now has the task of harassing Eric Pickles as Labour’s shadow secretary of state for communities and local government. Ms Flint has so far been a voice against the effects of spending cuts but will be developing Labour’s vision of what it would offer the sector were it to return to power.

1 Shipley is respected across the sector to share experiences and is listened to in the upper reaches of his party.

25
Masters of re-organisation, engineers of renewal

4 Andrea Hill

Suffolk CC's chief executive is driving radical experiments on the Big Society with its vision of becoming a "commissioning council". Hill has delivered most services through contracts with mutuals led by its current staff and voluntary sector bodies. Ms Hill's outspoken support for this idea has attracted plenty of critics but few can deny the idea's "originality as local government cuts its cloth to fit its shrinking finances.

1 Barry Quirk CBE

Leighsham LBC's veteran chief executive is a sought-after member of advisory bodies. Mr Quirk, who has worked in local government for more than 30 years, has also been the government's national 'efficiency champion'. He led the review that reported in 2008 on the potential for community ownership and management of public assets - one of the building blocks of what became known as localism.

8 Bobby Duffy

Bobby Duffy heads the social research institute at Ipsos Mori, the largest independent provider of research to local government, and has been instrumental in pushing for high-quality, evidence-based research for nearly 15 years. Mr Duffy's team is now working closely with government on initiatives like the Big Society.

7 Derek Myers

As chief executive of Kensington & Chelsea BBC, Mr Myers is one of the driving forces behind its sharing of social services with its neighbours (see entry 19). Beyond that, he is chair of the management board of the Society of Local Authority Chief Executives and Senior Managers, where he is well regarded for his ability to keep his head through local government's changes while others lose theirs.

6 Nick Walkley

Since taking up post as managing director of the Local Government Improvement and Development, Mr Walkley has provided leadership for the movement towards sector-led regulation and improvement, replacing the oversight of the former Audit Commission. If he succeeds this could be a game changer for local government as it proves its ability to look after itself rather than any 'big brother' looking over its shoulder.

5 Michael Bichard

His other advisory roles include being a member of the management board of the Big Society, and formerly of the Big Society. As institute chief executive, bringing together the commissioning board, local government's radical experiments on the Big Society with its vision of becoming a "commissioning council". Hill has delivered most services through contracts with mutuals led by its current staff and voluntary sector bodies. Ms Hill's outspoken support for this idea has attracted plenty of critics but few can deny the idea's "originality as local government cuts its cloth to fit its shrinking finances.

4 Andrea Hill

Suffolk CC's chief executive is driving radical experiments on the Big Society with its vision of becoming a "commissioning council". Hill has delivered most services through contracts with mutuals led by its current staff and voluntary sector bodies. Ms Hill's outspoken support for this idea has attracted plenty of critics but few can deny the idea's "originality as local government cuts its cloth to fit its shrinking finances.

Drivers of change: transformation

Transformation is hard to define. Some will claim its name for quite minor changes, but done well it involves the remaking of an organisation so that it knows what it must do, and why, and so that it is configured to deliver the changes that follow.

...
Those on this year’s LGC 50 follow in the fine footsteps of the top influencers from previous years. Here, the class of 2011 are recognised alongside their peers from the LGC 50 lists of 2008 and 2007.

<table>
<thead>
<tr>
<th>LGC50 2011</th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>John Healey</td>
<td>1</td>
</tr>
<tr>
<td>2</td>
<td>Boris Johnson</td>
<td>2</td>
</tr>
<tr>
<td>3</td>
<td>Sir Robert Kerslake</td>
<td>3</td>
</tr>
<tr>
<td>4</td>
<td>Hazel Blears</td>
<td>4</td>
</tr>
<tr>
<td>5</td>
<td>Irene Lucas</td>
<td>5</td>
</tr>
<tr>
<td>6</td>
<td>Sir Richard Leese</td>
<td>6</td>
</tr>
<tr>
<td>7</td>
<td>Merrick Cockell</td>
<td>7</td>
</tr>
<tr>
<td>8</td>
<td>Rob Whitman</td>
<td>8</td>
</tr>
<tr>
<td>9</td>
<td>Margaret Eaton</td>
<td>9</td>
</tr>
<tr>
<td>10</td>
<td>Sir Simon Milton</td>
<td>10</td>
</tr>
<tr>
<td>11</td>
<td>Beverley Hughes</td>
<td>11</td>
</tr>
<tr>
<td>12</td>
<td>Steve Bundred</td>
<td>12</td>
</tr>
<tr>
<td>13</td>
<td>Eric Pickles</td>
<td>13</td>
</tr>
<tr>
<td>14</td>
<td>Sir Jeremy Beecham</td>
<td>14</td>
</tr>
<tr>
<td>15</td>
<td>Lord Hanningfield</td>
<td>15</td>
</tr>
<tr>
<td>16</td>
<td>Peter Rogers</td>
<td>16</td>
</tr>
<tr>
<td>17</td>
<td>Moira Glubb</td>
<td>17</td>
</tr>
<tr>
<td>18</td>
<td>Christine Gilbert</td>
<td>18</td>
</tr>
<tr>
<td>19</td>
<td>Carolyn Downs</td>
<td>19</td>
</tr>
<tr>
<td>20</td>
<td>Tony Travers</td>
<td>20</td>
</tr>
<tr>
<td>21</td>
<td>Ed Balls</td>
<td>21</td>
</tr>
<tr>
<td>22</td>
<td>David Behan</td>
<td>22</td>
</tr>
<tr>
<td>23</td>
<td>Paul Coen</td>
<td>23</td>
</tr>
<tr>
<td>24</td>
<td>Geoff Mulgan</td>
<td>24</td>
</tr>
<tr>
<td>25</td>
<td>Rob Vincent</td>
<td>25</td>
</tr>
<tr>
<td>26</td>
<td>Stephen Greenhalgh</td>
<td>26</td>
</tr>
<tr>
<td>27</td>
<td>Joyce Redfern</td>
<td>27</td>
</tr>
<tr>
<td>28</td>
<td>Janet Callender</td>
<td>28</td>
</tr>
<tr>
<td>29</td>
<td>Ben Page</td>
<td>29</td>
</tr>
<tr>
<td>30</td>
<td>Sir Howard Bernstein</td>
<td>30</td>
</tr>
<tr>
<td>31</td>
<td>Steve Houghton</td>
<td>31</td>
</tr>
<tr>
<td>32</td>
<td>David Parsons</td>
<td>32</td>
</tr>
<tr>
<td>33</td>
<td>Dame Denise Platt</td>
<td>33</td>
</tr>
<tr>
<td>34</td>
<td>Sharon Taylor</td>
<td>34</td>
</tr>
<tr>
<td>35</td>
<td>John Shipley</td>
<td>35</td>
</tr>
<tr>
<td>36</td>
<td>Nick Boles</td>
<td>36</td>
</tr>
<tr>
<td>37</td>
<td>Chris Wormald</td>
<td>37</td>
</tr>
<tr>
<td>38</td>
<td>Jamie Carwell</td>
<td>38</td>
</tr>
<tr>
<td>39</td>
<td>Heather Wakefield</td>
<td>39</td>
</tr>
<tr>
<td>40</td>
<td>Chris Leslie</td>
<td>40</td>
</tr>
<tr>
<td>41</td>
<td>Sir Steve Bullock</td>
<td>41</td>
</tr>
<tr>
<td>42</td>
<td>Richard Kemp</td>
<td>42</td>
</tr>
<tr>
<td>43</td>
<td>Michael O’Higgins</td>
<td>43</td>
</tr>
<tr>
<td>44</td>
<td>Derek Myers</td>
<td>44</td>
</tr>
<tr>
<td>45</td>
<td>Jules Pipe</td>
<td>45</td>
</tr>
<tr>
<td>46</td>
<td>Jason Stacey</td>
<td>46</td>
</tr>
<tr>
<td>47</td>
<td>Michael Gove</td>
<td>47</td>
</tr>
<tr>
<td>48</td>
<td>Clyde Loakes</td>
<td>48</td>
</tr>
<tr>
<td>49</td>
<td>Kate Barker</td>
<td>49</td>
</tr>
<tr>
<td>50</td>
<td>Kim Ryley</td>
<td>50</td>
</tr>
</tbody>
</table>
Coming soon
Future Leaders Network
in partnership with BT

LGC will be championing up-and-coming local government people in the pages of the magazine every month

For more information, email LGCleaders@emap.com

Supporting local government: LGC/BT Leadership Programme