



**100**



**THE ULTIMATE LOCAL GOVERNMENT POWERLIST**



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## NICK GOLDING

Editor, LGC

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After years in which hopes of local government empowerment had stalled, at last it seems we are on the cusp of real devolution. This has resulted in two leading figures from councils occupying the pinnacle of our list of movers and shakers across the sector.

Communities secretary Eric Pickles held the top slot the last time this list was compiled in 2011. This time – to the relief of many – he is not considered such a significant influence on the future of local government.

Local government may hold the top slot in the LGC100 but there are still disappointingly few council chief executives and leaders in the upper echelons of our list. Some have used words such as “froth” or “hype” in relation to the current drive for devolution and there is much uncertainty as we really are seeing the end of a top-down power structure across England. A real test for whether devolution really is happening will be how many of the top slots will be occupied by people from councils when we next produce the LGC100.

Our power list looks ahead to who our panel of judges believe will exercise most influence in 2015. Our judges were instructed to consider who will have the greatest influence, rather than who they would like to see holding power. Although there are four women in the top 10, they are hugely underrepresented overall; there are few people from ethnic minorities in our list.

With a general election due in May, this list is particularly difficult to compile. We do not know who will wield power in Westminster. This list is purely subjective. This is the mere opinion of one group of people and you may well disagree. Some may consider the position of Solace’s president Mark Rogers to be too lowly; for entirely different reasons Tower Hamlets LBC’s elective mayor Lutfur Rahman was shunned by the judges but may well be a significant figure in 2015; and there may be other people we have missed off.

We hope this list will spur debate about where power does, and indeed should, lie.

### THE JUDGES

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**Jessica Crowe**, executive director, Centre for Public Scrutiny

**Catherine Evans**, manager, District Councils Network

**Nick Golding**, editor, LGC

**Stephen Hughes**, former chief executive, Birmingham City Council

**Katherine Kerswell**, former director general for civil service reform, Cabinet Office

**Andy Mahon**, partner, government and infrastructure, BDO

**Mary Ney**, former chief executive, Greenwich RBC

**John O’Brien**, chief executive, London Councils

**Joe Simpson**, director, Leadership Centre

**Martin Tucker**, joint managing partner, GatenbySanderson



**A real test for whether devolution really is happening will be how many of the top slots will be occupied by people from councils when we next produce the LGC100**

### THE JUDGING PROCESS

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The LGC100 identifies the most influential people whose work will shape local government in 2015. Our list includes officers, members, national politicians, civil servants and thinkers.

To compile the final list, which is supported by BDO and GatenbySanderson, LGC appointed a panel of judges with vast experience across the sector. LGC readers were asked to nominate the people in and around local government who

they thought would exert the most influence over the sector in the next 12 months. Everyone was eligible for inclusion, with the exception of the prime minister, chancellor, leader of the Opposition and our judges.

Once the nominations from readers had been gathered, LGC invited our panel to select the final 100 most influential people at a judging session at LGC’s offices in London.

The judges assessed the candidates on the

strength of their leadership, the breadth and depth of their influence, and the extent to which there was evidence the individual’s work was leading to change elsewhere. Judges were asked to avoid participating in discussions about candidates with whom they had a personal connection.

The top 50 were selected through a lively debate; the bottom 50 through rating the remaining candidates’ influence out of 10.



**1=**

**SIR RICHARD  
LEESE and  
SIR HOWARD  
BERNSTEIN**  
Council leader and  
chief executive,  
Manchester City  
Council

Recent governments have talked extensively about English devolution without delivering and it seemed as if the culture of centralism would never be broken. However, two men have been pivotal figures for more than a decade in a movement to transform Manchester's economy and to win it political power, which is now spectacularly bearing fruit.

While Manchester's position as an economic power has long been on the rise, their work has recently delivered a remarkable political result. The pioneering deal agreed by Greater Manchester's 10 councils with

the Treasury sees the city win a series of devolved powers over transport, planning, housing, policing and skills in return for it adopting an elected mayor.

Manchester's deal is already setting the tone of the devolution debate elsewhere. Chancellor George Osborne said he was keen to speak to other cities "ready to follow Manchester's lead" and other pace-setters, such as West Yorkshire, are clamouring to bring about similar deals. Meanwhile, areas which have hitherto punched below their weight – noticeably Birmingham, Manchester's longstanding rival for the accolade of England's second city – are beginning to strike the deals with other councils that could see them set off along a similar path. Even counties and districts, dramatically different to Manchester, are asking why they should be denied the devolution granted to it. Quite simply, Manchester has become the yardstick by which devolution will now be measured.

Under the terms of the deal, Manchester's combined authority will get the first metro-wide directly elected mayor outside London. It will also receive powers related to business, growth, welfare and skills. Under the new arrangement, the 10 Greater Manchester council leaders each gain places on its cabinet and they can overrule the mayor if more than seven of them object to a proposal.

All eyes will be on the councils as they must find a balance between acting in the interests of their local populations and supporting the development of the wider city. Power wrangles and contrasting viewpoints are inevitable among councils of different political colours so skill and patience will be required to make the system a success.

LGC's judges discussed at length who were the biggest figures in Greater Manchester's success. Wigan MBC leader Lord Peter Smith (Lab) and Bolton MBC chief

executive Sean Harriss are also prominent in the LGC100. However, our judges considered that it is the longstanding partnership that has run Manchester City Council for so long that will be crucial in making a success of devolution.

Sir Howard Bernstein has been chief executive of the council for 15 years, arguing that the city should be given the autonomy of comparable European cities such as Munich or Barcelona. He has also been a vocal supporter of the economic regeneration of the north to rebalance the national economy, throwing his weight behind improved infrastructure including HS2.

Sir Richard has been the council's leader since 1996 and is vice-chairman of both the Association of Greater Manchester Authorities and of the Greater Manchester combined authority. The judges said that Sir Richard "led by example in developing the case for greater devolution to local government".

**3****SIMON STEVENS**  
Chief executive,  
NHS England

The integration of council and NHS services provides perhaps the greatest opportunity for both rooting out inefficiency across the public sector and improving support for some of the most vulnerable people.

The majority of our panel took the view that ministers may come and go, not least with an election in the offing, and it is the chief executive of NHS England who will be most influential in taking the decisions at a national level, which will determine whether integration moves from being a buzzword to a revolution.

In his five-year forward view for the NHS, published last month, Simon Stevens pledged to break down barriers between health and social care. The document also heralds a change in the health service's power balance, which is currently skewed in favour of hospitals too small to provide the best specialist care but also too remote to provide cost-effective care for an

increasingly older population in appropriate surroundings. Mr Stevens faces a gargantuan task in moving care – and NHS power – out of hospitals but he must achieve this for the service to be financially sustainable.

Mr Stevens has signalled a clear break from the top-down culture of central “grip” that characterised the tenure of his predecessor Sir David Nicholson. The plan states that there is “no ‘right’ answer” as to how the NHS is organised, and “the default assumption should be that changes in local organisational configurations should arise only from local work”.

The quality of local relationships could be key in the Stevens era, providing an opportunity for councils to be the agents of NHS change.

**4****LOUISE CASEY**  
Director general for  
troubled families,  
Department for  
Communities &  
Local Government

With local government sceptical of most central initiatives, it is testament to Louise Casey's dedication, skill and character that her work on troubled families is generally well regarded and influential. The progressive nature of her programme, which has withstood the cuts and indeed prospered, marks out Ms Casey as one of the most significant Whitehall-based influencers in the LGC100.

In a career that has seen her tackle some of society's most emotive and complex problems including homelessness, anti-social behaviour and crime, Louise Casey became director general for troubled families at the Department for Communities & Local Government in 2011. The programme has worked with 110,000 troubled families so far and, in August 2014, was expanded, aiming to help 400,000 more, with additional emphases on domestic violence, debt and children at risk of being taken into care.

As Ms Casey said: “It's local authorities' success in the existing programme that has made this expansion possible and I think it's pretty remarkable that double the funding has been secured at the moment.”

She has also been tasked by communities secretary Eric Pickles with inspecting and reporting on Rotherham MBC in the wake of the town's child sexual exploitation scandal, in which some 1,400 cases of abuse were uncovered. Ms Casey will review governance, service delivery to children and young people, taxi licensing and Rotherham's capacity to address the issues it faces. With other councils facing similar problems, Ms Casey's likely no-nonsense solutions could set the scene on building capacity to improve child protection and community cohesion nationwide.

**5****SHARON WHITE**  
Second permanent  
secretary to the  
Treasury

Sharon White has taken charge of public spending at the Treasury at a time local government faces cuts that threaten its form and function. With budgets due to contract until at least 2020, whichever party is in government, all councils will

be looking to the Treasury to do anything possible to help them manage their transition to a leaner future. It is notable the judges considered the

Treasury, rather than the Department for Communities & Local Government, to be the key determinant of councils' future fate.

With the chancellor barred from inclusion in the LGC100 and the political uncertainty brought about by the general election making it harder to judge politician's power, the judges believed Ms White would exert significant influence from behind the scenes. Her role could be particularly crucial in the event of a hung parliament, as seems possible. Top of her agenda will

be the comprehensive spending review due next year.

Ms White has been involved in the development of community budgets, under which an area's public services pool budgets and co-ordinate their work to reduce overlap, duplication and waste. A number of pilots have been established. Several organisations have called for more development of the community budget model in their submissions to the 2014 autumn statement and the government may yet reveal more plans in this area.



6

### **JIM MCMAHON** Leader, Oldham MBC

Jim McMahon (Lab) is the epitome of a rising star. The 34-year-old leader of the strongly performing Oldham MBC became leader of the LGA's Labour group in June, having pledged to bring about an independent review of the association, to ensure it is "fit for purpose, outward and engaging".

Cllr McMahon is widely perceived to have an attack dog role, taking the fight against further local government cuts directly to the government while the association's chairman David Sparks (Lab) adopts a more consensual tone around which all the parties can more readily unite.

Cllr McMahon's rising

stock was emphasised in September when he won a seat on Labour's ruling national executive committee, giving him a significant role in his party's wider governance.

He is lobbying Ed Miliband to ensure that if Labour wins power in 2015, further spending cuts are not targeted at local authorities.

He has led Oldham since 2011, during which time it has become an accredited co-operative council, adopting a local living wage for all its employees and has adopted a procurement framework in which social value outcomes are demanded from all contracts. Again, this has given Cllr McMahon national presence, and he now chairs the Co-operative Councils Innovation Network.



7

### **DANNY ALEXANDER** Chief secretary to the Treasury

As controller of the government's purse strings, Danny Alexander has perhaps the greatest influence on local government finance aside from the chancellor.

Our judges, who were tasked with examining who would exert the greatest influence over local government in 2015, were in something of a quandary, however. Mr Alexander's Liberal Democrats are hardly riding high in the polls and it is no means certain he will retain his job and oversee the comprehensive spending review expected next year.

Mr Alexander launched,

together with communities secretary Eric Pickles, the Service Transformation Challenge Panel, which was tasked with examining which policy changes local authorities must implement to increase the pace and scale of transformation. It has issue its report this week.

In the past year Mr Alexander has called for council tax reform. He has also suggested central government should tackle the national housing shortage head-on by becoming a "commissioner for housing" should local government, housing associations and the private sector fail to build enough affordable accommodation to meet demand.

Whether Mr Alexander is a one parliamentary term wonder or continues to hold an influential role, he has had a significant impact on councils.

8

**CAROLYN DOWNS**  
Chief executive, LGA

Carolyn Downs holds a difficult role, putting it mildly. It is her job to ensure the LGA provides effective national leadership for the sector, albeit in a climate in which her organisation has been slimmed down and two of her most senior staff have left.

She must use her long-standing experience, from within both local and national government, to prove the association can still pack a bigger punch than the myriad of smaller bodies that are unencumbered by the restrictions faced by the LGA, which must span the political divide and represent all types of council.

Since she took over the reins of the association in November 2011, Ms Downs has had a number of successes. Peer review has largely successfully stepped into the breach left by the end of the inspection culture. The Rewiring Public Services campaign has made a strong



case for the role of empowered local government in service redesign and plans for a municipal bonds agency are progressing well.

Ms Downs has been a key figure in discussions about the better care fund. With dissatisfaction rising against central government's expectations that it will lead to instant reductions in hospital admissions, and most councils feeling too many concessions have been made to the acute sector, her work will be cut out on this in 2015 too.

9

**JULES PIPE**  
Mayor, Hackney LBC

Greater Manchester's deal shows the all-powerful Treasury's enthusiasm for the mayoral model.

There can be no greater example of its merits than Hackney LBC's Labour mayor Jules Pipe, whose tenure has seen the London borough rise from the pits of a service breakdown which humiliated local government everywhere into a gleaming example of strong governance, well-run services and economic growth.

Mr Pipe was first elected to the role in 2002 and his love for the job shows no sign of ending. However, prosperity has brought with it some problems and he must now grapple with how to continue to boost the borough's growth while supporting those unsettled or disenfranchised by rising house prices and an influx of wealth.

Mr Pipe also exerts a wider influence in his role as chair of London Councils and has campaigned for



greater local government autonomy. This year, for instance, he has written on behalf of all London boroughs to NHS England suggesting a greater role for councils in the commissioning of primary care, adding his voice to the call for closer integration of health and social care services.

He has overseen the work done by the organisation on the collective investment vehicle for London local government pension scheme funds.

10

**JOANNA KILLIAN**  
Chief executive,  
Essex CC

Joanna Killian has been chief executive of Essex CC for eight years, a period in which the council has cemented its reputation as one of the country's boldest and most innovative local authorities.

Prior to joining Essex, she was the director of local government performance and improvement with the Audit Commission.

Ms Killian has pushed the council forward from the scandal of its former leader Lord Hanningfield's expenses and is one of the most respected commentators on many aspects of local government's work.

In a typically bold move, the council in September set out five recommendations to the government for improving health and social care integration, calling for the establishment of elected health and social care commissioners.

As well as being a chief executive for one of the largest local authorities in England, Ms Killian is the

chair of the Society of Local Authority Chief Executives and Senior Managers, and alongside president Mark Rogers has seen the society adopt a new structure. Under this Solace will have a panel of experts leading its response to key issues, potentially making it a power rival to the LGA and giving a far stronger voice to chief executives and senior managers.

The judges described Ms Killian as "a significant force in the local government community over many years" and someone who "not only develops ideas but actually delivers them".





**11**

**JEREMY HUNT**  
Health secretary

As the politician responsible for the nation's healthcare, Jeremy Hunt takes the decisions which determine the extent to which councils can influence the health service in their area. Councils have pinned their hopes on working with the NHS to integrate services including through the £3.8bn better care fund.

However, new conditions

have been attached to the fund, including some funds being tied to local partners achieving an agreed level of reduction in hospital admissions. Mr Hunt faces criticism from many local government figures who point out that such successes will take some time to bring about.

Mr Hunt has successfully campaigned for better care standards and has worked to stabilise the NHS after the turmoil of the reforms implemented by his predecessor Andrew Lansley.



**12**

**BARRY QUIRK**  
Chief executive,  
Lewisham LBC

Barry Quirk is quite simply the chief executives' chief executive, winning respect across the sector for his knowledge and passion for local government and broader society. He has been chief executive of Lewisham LBC since 1993.

Mr Quirk regularly publishes articles and papers in the press and for academic

journals including the Institute for Government, of which he is an associate. No one else can place local government matters in the philosophical and societal context Mr Quirk can supply.

His long partnership with his borough's elected mayor, Steve Bullock (Lab), has seen Lewisham come to be regarded as among the most successful London boroughs. The chief executive's passion for the varied make-up of his borough and wider London is readily apparent.



**13**

**GREG CLARK**  
Universities and  
science minister

It is no accident urban areas are finally winning real devolution when a committed localist is in charge of cities policy. Greg Clark's remit is a broad one but the judges felt his focus on economic growth, decentralisation and empowering cities was driving change. With particular relevance to local

government, Mr Clark has responsibility for EU structural funds, the regional growth fund, cities policy and local growth.

The local growth fund will finance a selection of local enterprise partnerships' growth plans from 2015 to 2020, starting with £2bn for 2015-16, for which the winning local enterprise partnerships were announced in the summer.

One judge said Mr Clark was "driving a revolution through government in how cities can be trusted to deliver".



**14**

**ANDY BURNHAM**  
Shadow health  
secretary

In contrast to the majority of his Labour colleagues who have hardly set the world alight by offering creative responses to the nation's ills, Andy Burnham's work on the integration on health and social care is radical.

He mooted a plan to give health and wellbeing boards

control of the NHS's £90bn commissioning budget, which has not yet become party policy, but made apparent how service integration is at the centre of his thinking. Mr Burnham said he wanted to see no big bang but a "10-year journey" to create a "national health and care service".

Of course, Labour has to be elected for Mr Burnham's vision to take effect.

He has also successfully landed political blows through his campaign against NHS privatisation.



**15**

**ERIC PICKLES**  
Communities  
secretary

Mr Pickles, who occupied top slot when this list was last published in 2011, may be secretary of state in the department supposed to be local government's champion but the judges thought his unrelenting attacks on the sector meant he was no longer taken seriously.

The National Audit Office

has raised doubts about his department's competence to monitor the impact of cuts and the communities secretary's attacks on "spy cars" and fortnightly bin collections are widely felt to be an irrelevance.

This is not to say he has no force – he has ordered commissioners into Tower Hamlets LBC, Rotherham MBC and Birmingham City Council in the wake of election and child protection scandals and promises a new round of city deals before the election.



**16**

**PHILIPPA ROE**  
Leader, Westminster  
City Council

Philippa Roe (Con) is closely associated with the tri-borough shared service arrangement between her own authority, Hammersmith & Fulham LBC and Kensington & Chelsea RBC. Tri-borough has been a flagship for shared services arrangements elsewhere although Labour winning control of Hammersmith &

Fulham will leave many eyeing the model's sustainability.

Cllr Roe is a member of the London Enterprise Panel and chairs the West End Partnership, which aims to promote that part of the capital. Given her position, she is a strong and vocal supporter of devolution to cities. She is considered a rising star among Conservative councillors and some judges speculated she would stand a good chance of winning if she ran to become leader of the LGA's Conservative group next year.



**17**

**AMYAS MORSE**  
Comptroller and  
auditor general,  
National Audit Office

The National Audit Office is responsible for certifying local government's accounts and from 2015 will take responsibility from the Audit Commission for preparing and maintaining the code for local public audit. It showed its force with a withering assessment of the Department for

Communities & Local Government's understanding of the council cuts it had overseen.

Amyas Morse has been a defender of local government against Whitehall pressure, but his office's report into the better care fund sparked outrage from DCLG permanent secretary Sir Bob Kerslake, who said the body failed to understand localism.

As the NAO unveils its new code next year and councils experience increasing budgetary pressure after the next spending review, Mr Morse will remain an important voice.



**18**

**NORMAN LAMB**  
Care services  
minister

Many politicians pay lip service to the word integration in the context of the relationship of health and local government. Not so Norman Lamb.

It was the Liberal Democrat care services minister who gave 14 areas pioneer status, leading the integration of health and social care. He is also synonymous with the better

care fund, under which money is pooled between the NHS and councils, although the lofty integration aims of the project appear threatened by the government's assistance that hospitals should be partially compensated if plans do not result in reduced accident and emergency admissions. He has also been critical of the quality of mental health services.

Mr Lamb now faces a race against time to put his ideas into practice before a general election in which his party is widely expected to lose ground.



**19**

**CHRIS LESLIE**  
Shadow chief secretary to the Treasury

If Labour wins the general election will councils find a friend in a high place in the form of the former director of the New Local Government Network Chris Leslie? The former councillor was a champion of local government in his time with the thinktank but, with his party committed

to continuing with austerity, it seems likely any Labour chief secretary would inevitably have to make decisions that hit councils hard.

Mr Leslie could be overseeing a comprehensive spending review next year.

He has hinted Labour would support unitary local government reorganisation and also revealed plans to relieve housing shortages by starting a 'help to build' scheme in which a Labour government would underwrite loans to small house building firms.



**20**

**MARGARET HODGE**  
Chair, public accounts committee

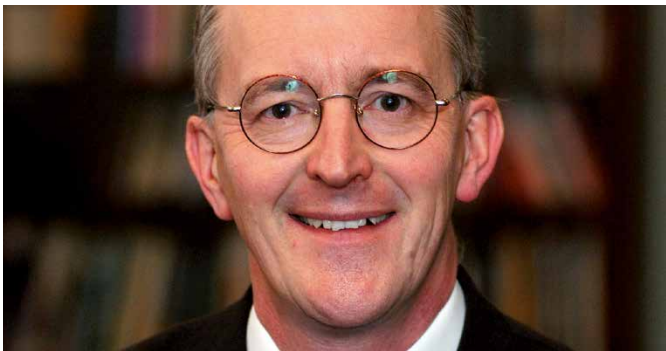
As the Labour chair of the public accounts committee since 2010, Margaret Hodge has developed a fearsome reputation for grilling those appearing before her.

Earlier this year her committee found Whitehall had failed to spend money

allocated to local growth quickly enough.

Although the LGA has argued that the public accounts committee should not have too great a role in the oversight of councils, Ms Hodge has made it clear councils will face its scrutiny, and this scrutiny may intensify.

The judges said Ms Hodge is a "vocal and national" figure. However, her influence on local government might not be positive with her calls for close monitoring of expenditure undermining localism.



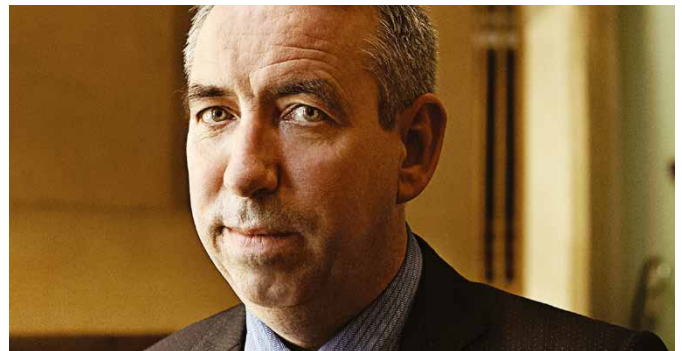
**21**

**HILARY BENN**  
Shadow communities secretary

Hilary Benn will undoubtedly be a very different figure to Eric Pickles should he take the communities secretary's job following the general election. Mr Benn has won respect for reaching out to areas which are not necessarily Labour heartlands, for instance by

arguing for devolution for counties.

Should Labour win in May, he will have a series of tough decisions on the allocation of scarce resources, for instance on whether to axe the new homes bonus and how to distribute resources between north and south. One judge said: "Hilary's unassuming style masks a driving ambition for a fresh new role for local government. He genuinely appears to believe in devolution and not just while he is in Opposition."



**22**

**DUNCAN SELBIE**  
Chief executive, Public Health England

Duncan Selbie has overseen implementation of councils' public health duty since it transferred from the NHS in 2013.

Mr Selbie has this year introduced additional scrutiny of the way in which

local authorities spend their public health grant which potentially removes councils' jurisdiction to divert it to non-public health areas. Public Health England's chief executive has championed councils as being the natural home of campaigns against obesity and the promotion of active lifestyles.

However, with public health spending frozen and the level of challenges increasing, Mr Selbie faces a battle to make councils invest more of their own funds into public health.



**23**

**FRANCIS MAUDE**  
Minister for the Cabinet Office and paymaster general

Mr Maude is one of the most influential behind-the-scenes operators in Westminster and was described by our judges as “quietly a friend of local government”.

His programme of efficiency and reform across

all Whitehall departments will helpfully alleviate their silo mentality which hampers councils in their dealings with the centre.

His work to reform outdated and costly procurement processes should cut costs in local government.

However, it is Mr Maude’s enthusiasm for public sector mutuals, which the judges said had let “a cat out of the bag” and could potentially lead to a revolution in which staff run their own services.



**24**

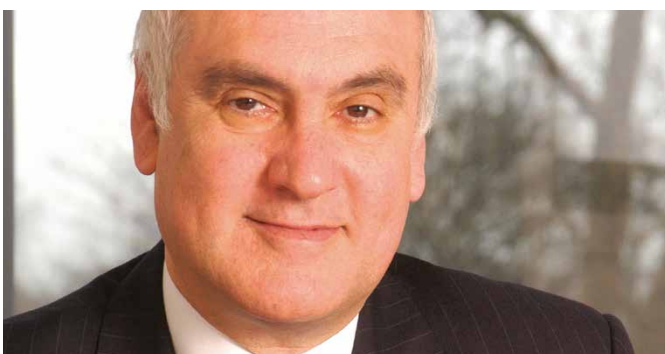
**LORD SMITH**  
Leader, Wigan MBC

Lord Smith (Lab) has led Wigan MBC since 1991. As chair of the Greater Manchester Combined Authority and the Association of Greater Manchester Authorities, his was a significant role in the ground-breaking devolution deal awarded to Greater Manchester this month.

Lord Smith said the GMCA saw itself as a “pilot” for

devolution. He said he believed other combined authorities had the ability to be as successful as Greater Manchester “in the longer term”.

Lord Smith has said it would be “stupid” to rule himself out of the running to be the city’s first mayor, who will be appointed by the leaders of the 10 councils before the first election in 2017. Lord Smith is also chair of Local Government Leadership, which seeks to develop leadership skills in the sector.



**25**

**SIR MICHAEL WILSHAW**  
Chief inspector of education, children’s services and skills, Ofsted

There can be no regulator which is so at the heart of the wrangle about whether power lies centrally or locally than Ofsted. Under Sir Michael Wilshaw’s leadership it has frequently downgraded its

rating of schools or demanded central intervention.

Many felt Ofsted overreacted to Birmingham’s Trojan Horse affair, although there was less controversy over its ‘inadequate’ rating for Rotherham’s children’s services. His recommendation to appoint a children’s commissioner in the latter case was taken up by the government. Amid this controversy there is perhaps little surprise the LGA has demanded an independent review of Sir Michael’s regulator.



**26**

**LORD ADONIS**  
Labour peer

Lord Adonis’s report into rebalancing economic growth away from London towards the regions provides the greatest hope so far that Labour will devolve.

Responsibility for planning, infrastructure, skills and transport should be devolved, the Labour peer said.

Having previously been a Liberal Democrat, respect for

Lord Adonis, who was schools minister and transport secretary under Tony Blair and Gordon Brown, stretches beyond the confines of his own party. He was chosen to review the tri-borough shared services arrangement between Hammersmith & Fulham LBC, Westminster City Council and Kensington & Chelsea RBC, producing a report which backed similar arrangements elsewhere but led the former council to reappoint its own chief executive.



**27**

**JO MILLER**  
Chief executive,  
Doncaster MBC

Jo Miller's no-nonsense attitude to service improvement has led her to be seen as the Marmite chief executive – the darling of reformers but offensive to others.

Following a damning review of her borough's children's services in 2013, the council created the

Doncaster Children's Trust in the first instance of children's services being run by a not-for-profit company rather than by a council itself. She has backed competition in areas where it was previously shunned.

Ms Miller is refreshingly willing to enter into controversy, recently accusing directors of children's services of "professional narcissism" and many of her fellow chiefs of not understanding children's services.



**28**

**DAVID SPARKS**  
Chair, LGA

The LGA's first Labour chair in a decade vowed to do things differently on being elected to the office in July 2014, promising an end to its "consensus at all costs" approach and encouraging its political groups to speak out on controversial issues.

Under his leadership, the LGA has also launched its

'100 days' project, in which it challenges whatever government is elected in 2015 to devolve greater power to local authorities within its first 100 days of power in order to save the public purse £11bn.

While Cllr Sparks is seen as a consensual figure, who will keep the LGA's party leads united in pursuit of devolution, the freedom he gives others will undoubtedly enhance the prestige of its Labour group lead Jim McMahan.



**29**

**SIR EDWARD LISTER**  
Chief of staff, mayor  
of London

As Boris Johnson's chief of staff and deputy mayor responsible for policy and planning, Sir Edward Lister (Con) is seen as the right hand man of the most high-profile directly elected mayor in the country.

Sir Edward co-ordinates the

implementation of the mayor's policies and leads on Greater London Authority budgets and administration. He has direct responsibility for leading and overseeing operations in City Hall.

With other cities seeking to adapt the mayoral model for to help them drive growth and win devolved power, the nuances of London's power structure will be closely studied and Sir Edward could be a role model to those seeking to make mayoral structures work elsewhere.



**30**

**ROB WHITEMAN**  
Chief executive,  
Chartered Institute  
of Public Finance  
and Accountancy

The former chief executive of the UK Border Agency and Barking & Dagenham LBC has become one of the most valued opinion formers in local government.

Cipfa's chief has been far

more outspoken than his predecessors in areas including the Barnett formula, councils' use of reserves and public finance's impact on health, social care and housing.

One of our judges said: "Rob Whiteman is repositioning Cipfa as a serious independent commentator on matters of public service controversy and influencing policy positions of political parties and government. He is not afraid to speak the truth where others are wary of treading."



**31**

**GEOFF ALLTIMES**  
Senior responsible officer, integration pioneer support programme, NHS England

Mr Alltimes is using his experience as a former chief executive of Hammersmith & Fulham LBC and the borough's primary care trust to drive integration national

in his role at NHS England, in which he supports the 14 integration pioneer programmes identified by the Department for Health as exemplary projects.

He is seen as an authoritative figure on integration and, as councils and health service providers seek to ensure the better care fund really does drive significant change, Mr Alltimes has his work cut out ensuring aspiration is not sacrificed at the altar of political expediency.



**32**

**MARTIN REEVES**  
Chief executive, Coventry City Council

Mr Reeves has been chief executive of Coventry City Council since 2008 and is seen as an advocate of breaking down barriers between public agencies through systems leadership. The former Solace

president is working towards this in his own authority through the Leadership Centre's Local Vision project.

Mr Reeves has also called on councils that want greater devolution to demonstrate how they could be more effective by using their existing powers to drive local economic growth.

Locally, much of his energy has been devoted to attempting to solve controversy over Coventry's football stadium, which is part owned by the council.



**COMMENT**

ANDY MAHON  
Partner, government services, BDO

# List reflects biggest challenge of sector

The LGC100 provides a fascinating insight into issues facing councils over the coming year. This year's list reflects the three factors that will have the biggest impact on councils next year: greater devolution; a general election; and health and social care integration.

Firstly, we expect other local authorities to seek to replicate the ground-breaking deal struck between the Treasury and the Greater Manchester Combined Authority to devolve powers and budgets. Sir Richard Leese and Sir Howard Bernstein of Manchester City Council were an obvious choice to top the LGC100. Their work will fundamentally reshape the relationship between central and local government in the UK.

Secondly, compiling a list of influential people in local government just six months before a general election was always going to be a challenge. We expect that, if there is a 2015 list, changes in the political landscape will mean a significant shift in candidates' positions in the LGC100.

Thirdly, the prominence of Simon Stevens, chief executive of NHS England, Department of Health ministers and shadow health ministers reveals the impact integrated health and social care could have on local government throughout 2015, particularly because of the significant portion of local authority budgets that social care makes up.

BDO has partnered with more than 100 local authorities. We're already working with councils to face up to the challenges of the next decade. For example, BDO has specialist local government and healthcare teams. We are currently helping councils and NHS bodies overcome barriers to integration so that they can continue to deliver high quality and safe services within available resources.

To help manage financial pressures, our financial assurance teams are supporting councils to review their financial resilience and the robustness of financial management.

To reduce the need for cuts we are also helping councils review options for income generation, guiding them through different legal models and the tax, pensions and governance implications of setting up a company. Our work with the traded services arm of a large county council increased the council's dividend by over 50%.

There are great challenges ahead for local government in 2015. But great challenges also create significant opportunities, as reflected by this year's LGC100. BDO looks forward to supporting local government leaders to make the most out of those opportunities over the next year.

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**33**

**DAVID BEHAN**  
**Chief executive, Care Quality Commission**

As care standards come under increasing public scrutiny, the Care Quality Commission has conducted more rigorous analysis of care services provided by top tier local authorities.

The regulator will begin inspecting health systems across whole geographical areas from next year, leaving

it extremely well placed to judge if local partners are making a success of integration.

Mr Behan has overseen the drafting of new regulations for health and social care providers to uphold a ‘duty of candour’ to be honest about service failures.

However, the regulator’s effectiveness has come into question due to a shortage of inspectors, with some teams operating at half the desired complement of staff.



**34**

**TONY TRAVERS**  
**Professor, department of government, London School of Economics**

Tony Travers was described by one judge as “the independent, credible commentator and analyst of local government affairs, particularly on anything to do with finance”.

Professor Travers has this

year taken part in an influential review of the tri-borough arrangement between Hammersmith & Fulham LBC, Westminster City Council and Kensington & Chelsea RBC, as well as chairing a commission on growth in Waltham Forest LBC, among countless other projects within the sector.

He will continue to be an influential voice on local government finance in 2015; as one judge put it, “if Tony says it, we all believe it”.



**35**

**ANDREW KERR**  
**Chief executive, Cornwall CC**

Occupying its position on a peninsula, which allows for coterminous public services, and possessing a unique identity, Cornwall is among the best placed authorities to win devolved powers.

Andrew Kerr will be a key figure in determining both whether the county achieves its devolutionary goals and the

success of moves to integrate public services nationwide. The chief executive is the head of the paid service and is responsible for a budget of approximately £1bn.

The former athlete has been demanding a single funding pot in the county, covering police, health, fire and council services. Cornwall has been among the first councils to set out its financial plans for the coming years, announcing a proposal to save £196m between 2014 and 2018.



**36**

**MARK LLOYD**  
**Chief executive, Cambridgeshire CC**

Cambridgeshire CC is broadly regarded across the local government sector as one of the most effective councils in the country and Mark Lloyd, as its chief executive, wields significant influence as a purveyor of best practice.

With much economic growth centred around

Cambridge, the area is likely to be a pace setter for devolution.

Mr Lloyd, who was appointed in March 2008, will have a key role in determining the influence of his authority – a county – in any combined authority arrangement, when urban unitary councils have led most similar projects elsewhere.

Counties, in particular, will look to Cambridgeshire CC’s chief executive for inspiration.



**37**

**MARK ROGERS**  
Chief executive,  
Birmingham City  
Council

Mark Rogers faces one of the sector's biggest challenges in turning around the biggest single-tier authority, which has been wracked by problems including an immense equal pay bill, budget constraints and children's services performance.

The government is

reviewing Birmingham's governance following the Trojan Horse scandal and Mr Rogers' efforts to devolve power within the city could be key to determining the extent of any further central intervention.

With Mr Rogers also being the president of Solace, which has made barnstorming calls for chief executives to reject subservience to Whitehall, some may consider him unlucky not to have been ranked higher up the LGC100.



**38**

**ANDREA SUTCLIFFE**  
Chief inspector of  
adult social care,  
Care Quality  
Commission

As the chief inspector of adult social care, Ms Sutcliffe will drive forward the Care Quality Commission's new inspection regime. She will lead the commission's work on monitoring risks of a

repeat of the 2011 collapse of the Southern Cross care home empire, which will include providing early warnings of a similar possible crises.

The actions of the CQC and Ms Sutcliffe will become increasingly relevant to local authorities as they navigate the changing care landscape in the wake of the Care Act. Councils will hope she holds true to her objective of ensuring the regulator, local government and providers co-operate well.



**39**

**TOM RIORDAN**  
Chief executive,  
Leeds City Council

Tom Riordan, chief executive of Leeds City Council since 2010, has seen his tenure coincide with the city cementing its position as a regional powerhouse.

Leeds is likely to be the dominant council in the West Yorkshire Combined Authority but the city and its neighbours deserve credit

for putting aside old animosities to make their city region the second strongest candidate for devolved powers, behind only Greater Manchester.

There are many examples of Leeds' success, including its status as an integration pioneer, the city working to bring cycling's Tour de France to Yorkshire this year, and a booming local economy, with huge numbers of new houses planned.



**40**

**BEN LUCAS**  
Chair of public  
services, RSA

In his role as the chair of public services at the influential RSA, Ben Lucas is a commissioner on the society's City Growth Commission, a 12-month inquiry into how cities can be empowered to shape and drive their economies.

The commission's final report said metropolitan authorities with robust

governance structures should be given more power.

Mr Lucas has worked with several cities including Liverpool, on its capital of culture status; and Manchester and Birmingham on their approach to localism.

This positions him as a central figure in the devolution debate, especially with regards to Labour.

Mr Lucas is also a trustee of the New Local Government Network and the Joseph Rowntree Foundation.



**41**  
**GARY PORTER**  
Leader, Conservative group, LGA

At a time when his party is widely regarded as being run by toffs, the straight-talking and clubbable Gary Porter cuts a refreshing figure.

Many have wondered what goes on in private meetings between the LGA vice-chairman and the council-bashing communities secretary Eric Pickles.

Cllr Porter was certainly an outspoken critic of the government's policy on councillor pensions, claiming it would create another disincentive to people to enter local politics.

Under LGA Conservative group rules, Cllr Porter's term of office ends midway through 2015 but many eyes will be on him if the government seeks to blame local councils for local ills in the run up to the general election.



**42=**  
**DAVID HODGE**  
Leader, Surrey CC  
**and NEIL CLARKE**  
Leader, Rushcliffe BC

Various government pronouncements leave one with the impression that devolution is something that is reserved for cities alone.

This is hardly goes down well in non-urban areas –

coincidentally including the Conservatives' strongest heartlands – which are craving power and whose populations are subject to the same feelings of disempowerment that rose to the fore among the Scots during their independence referendum campaign.

This all places Tories David Hodge, the County Councils Network's chair, and Neil Clarke, his counterpart at the District Councils Network, in quite an interesting position. They must use all of the force



**44**  
**HEATHER WAKEFIELD**  
Head of local government service group, Unison

During a period of extreme pressure on local government staff, Unison has co-ordinated strike action and negotiated pay and pension deals with central government.

Heather Wakefield, in her position as head of the

union's local government services group, has been a vocal defender of council workers facing redundancy, increasing workloads and cuts or freezes in pay.

She has also spoken out on other issues facing local government, strongly criticising suggestions that local government might outsource children's services. Unison will undoubtedly seek to raise the plight of local government workers as an issue in the run-up to the general election.



**45**  
**CATHERINE STAITE**  
Director, Institute for Local Government Studies, University of Birmingham

Catherine Staite is a thought leader in her position at the Institute for Local Government Studies (InLoGov), which was described by the judges as "the spiritual home for many chief executives".

This year, Ms Staite co-wrote the authoritative 2020 Vision report, in association with Grant Thornton, which she presented at the Society of Local Government Chief Executives & Senior Managers conference last month.

It predicted more devolution over the next five years and that the majority of economic growth will be derived from the impact of housing, skills, jobs and infrastructure investment on local communities.



at their disposal in the coming months to make a case for county and district empowerment.

Cllr Hodge, the leader of Surrey CC, has suggested counties could run job centres and NHS back office processes.

At the LGA, Cllr Hodge is deputy chair of the executive board and the leadership board, and chairs its people and places board.

Cllr Clarke is the leader of Rushcliffe BC who has called for greater responsibilities for

districts, suggesting that they could have a greater role in delivering universal credit. Cllr Clarke is deputy chairman of the LGA leadership board and vice-chairman of East Midlands Councils.

In among the excitement about devolution deals to major cities, the two men will play an important role in ensuring the devolution debate continues to progress and prevent the sector and Whitehall from resting on its laurels.



**46**

**SEAN HARRISS**  
Chief executive,  
Bolton MBC

Sean Harriss has been chief executive of Bolton MBC since 2007. He was previously executive director of strategy and resources at Oldham MBC. The metropolitan council has been seen as a leader in mobile technology and in its environmental services.

The affable Mr Harriss was

also a significant behind-the-scenes figure in securing Greater Manchester's devolution deal, which many will view as a testing ground for cities with greater autonomy.

As well as being well thought of by the sector, Mr Harriss is valued by the public.

He was given an honorary degree in public administration by the University of Bolton for his outstanding contribution to the local community.



**COMMENT**

MARTIN TUCKER

Joint managing partner, GatenbySanderson

# Local leadership takes centre stage

GatenbySanderson was very pleased to participate in the LGC100 this year. After all, we spend much of our time seeking out and assessing those who are going to make a difference to public services.

Not only are we interested in the here and now, we are naturally interested in longer-term leadership trends. We are delighted to see that four out of this year's top 10 are women. It could be seen as indicative that a better gender balance is being achieved at the top of organisations that affect the lives of so many people. Disappointingly, however, that might not be the case.

Looking back to when LGC published its most influential list in 2011, we find that 12 women made the list whereas in 2014 only 11 were included among the top 50. In 2011, women represented 24% of the whole list; in 2014 that percentage had dropped to 21%. Further comparisons reveal even greater changes. Local authority chief executives made up 18 or 36% of the names in 2011. Three years later this has slid to just 11 or 22% of the top 50. Taking the top 100 as a whole in 2014, chief executives represent only 18%.

In 2011, the number one ranked person was the secretary of state, Eric Pickles. The editor of LGC at the time wrote: "Mr Pickles' position in the next LGC50 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." Well, half of that prediction came to pass and the top slot did indeed go to a local leader. Mr Pickles, meanwhile, has seen his perceived influence on local government in 2015 wane, reflected by his ranking of 15.

So, will we see proportionately more influence coming from outside of local government during 2015 than from within it? Looking ahead is notoriously difficult of course, especially in an election year, and only time will tell whether this is borne out. What is clear is that some of the skills that were anticipated as being critical to a post-recessionary world – innovative thinking, resilience, dynamism and the ability not just to determine strategy but to successfully implement it – are certainly coming to the fore in the LGC100. Being in the business of helping organisations find and develop leaders, we look forward to a future that continues to see these influencers rise to the top.

“Some of the skills anticipated as being critical to a post-recessionary world – innovative thinking, resilience, dynamism and the ability not just to determine strategy but to successfully implement it – are coming to the fore

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**47**

**ED COX**  
**Director, Institute for Public Policy Research North**

Ed Cox was identified by the judges as a leading analyst in the sector, particularly citing his “influential thinking about devolution”. Formerly a policy advisor at the Department for Communities & Local Government to Hazel Blears under Labour, Mr Cox has produced several papers this

year. Never shying away from the hottest topics of the day, he has tackled in his work devolution to cities, economic growth in the north of England, the impact of the Scottish referendum, local authority transformation in an environment of falling funding, and combined authorities.

All of these are significant issues and Mr Cox is set to continue influencing the thinking of leaders within the sector over the next year through his work for the IPPR.



**48**

**CARL HAGGERTY**  
**Digital communications manager, Devon CC**

As digital communications manager, Carl Haggerty is driving Devon CC’s digitisation. He is also the chair of LocalGov Digital, a network for local government digital professionals, which strives to make local

government “digital by design”.

In an environment where more and more councils aim to bring about “channel shift” in order to give the public better access to services and cut staffing costs, his work could be significant over the next few years.

One judge said: “Carl is a driving force behind the digital reinvention of local government. He is also an active online social media promoter of local government.”



**49**

**SUE HIGGINS**  
**Executive leader, local services, National Audit Office**

The National Audit Office is set to take on an even more influential role in local government in 2015, having been involved in a number of recent run-ins with ministers relating to its work on local services.

The NAO last week said that the Department for

Communities & Local Government failed to properly understand the impact of cuts on councils or the fall in local government spending power.

It warned that 52% of local authorities were not well-placed to deliver medium-term financial strategies.

The watchdog also became involved in a wrangle with DCLG permanent secretary Sir Bob Kerslake over its report into the better care fund, which Sir Bob said demonstrated a failure to understand localism.



**50**

**SIR ALBERT BORE**  
**Leader, Birmingham City Council**

Sir Albert Bore (Lab) holds what some may regard as an unenviable job of trying to turn around Birmingham, which has long faced performance and financial problems and now faces a Department for Communities & Local

Government governance review in the aftermath of Trojan Horse.

But the city has potential and plans for a combined authority featuring it and surrounding authorities have begun to be formed. Cllr Bore now faces the need to hold together the area’s metropolitan council and prove that they will not be subservient to Birmingham in the new set-up. One judge described Cllr Bore as a man who could influence the Labour frontbench.

**51****PETER FLEMING**  
Chair, LGA improvement board; leader, Sevenoaks DC

Peter Fleming (Con) leads sector-led improvement, which the LGA has persuaded the government should replace the old inspection regime. Successful support for struggling councils may help avoid further Rotherhams, determining whether devolution takes place.

**52****DARRA SINGH**  
Head of local public services, EY

The former Ealing LBC chief executive chairs the LGA/Cipfa independent commission on local government finance. He must prove his vision for council self-sufficiency is valid for more than prosperous southern districts.

**53****CHARLIE PARKER**  
Chief executive, Westminster City Council

Part of the west London 'Triborough', though not a shared chief, Mr Parker has described his post as "the best job in local government". He was previously chief executive at Oldham MBC.

**54****ALEX THOMSON**  
Chief executive, Localis

A think tank that believes power should be exercised locally, Localis is independent but its board consists entirely of Conservative councillors. Mr Thomson is thought to have the ear of Tory ministers on localism.

**55****DONNA HALL**  
Chief executive, Wigan MBC

Joined Wigan in 2011 having been shared chief executive of Chorley and Wyre BCs. Ms Hall has been a key player in Greater Manchester's path to devolved powers.

**56****EAMONN BOYLAN**  
Chief executive, Stockport MBC

Former deputy chief executive of the Homes & Communities Agency, Mr Boylan is Greater Manchester's lead chief executive for housing, at a time it proposed 225,000 new homes over 20 years.

**57****BORIS JOHNSON**  
Mayor of London

Rumoured to want an even bigger job after his expected return to Parliament next year, Mr Johnson (Con) has occasionally surprised, including supporting a Parliamentary bill backing a formal constitutional status for local government.

**58****NICK WALKLEY**  
Chief executive, Haringey LBC

He arrived at Labour Haringey in 2012 from neighbouring Tory Barnet during the latter's controversy about its 'easycouncil' approach. Mr Walkley was previously a seconded head of local government improvement at the Department for Communities & Local Government.

**59****PAT RITCHIE**  
Chief executive, Newcastle City Council

A supporter of regional devolution and co-chair of the government's Service Transformation Challenge Panel, Ms Ritchie joined Newcastle in 2012 having been chief executive of the Homes & Communities Agency.

**60****SIR STEVE BULLOCK**  
Mayor, Lewisham LBC

Among the first elected mayors and so far Lewisham's only holder of that office, Sir Steve (Lab) also is active on the national scene, notably having chaired the LGA workforce programme board.

**61****MATTHEW TAYLOR**  
Chief executive, Royal Society for the Encouragement of Arts, Manufactures and Commerce (RSA)

Mr Taylor has sought to place the RSA at the centre of debates on localism and service delivery. He was chief adviser on political strategy to former prime minister Tony Blair.

**62****PAUL JOHNSON**  
Director, Institute for Fiscal Studies

Everyone's 'go to' body for unbiased support for financial plans. Mr Johnson has been IFS director since 2011, and was previously deputy head of the Government Economic Service.

**63****JOE ANDERSON**  
Mayor, Liverpool City Council

A champion of greater city autonomy, Mr Anderson (Lab) would “probably” run for Liverpool city region mayor were the post created. However, fellow leaders rejected him to chair the current combined authority.

**64****JON CRUDDAS**  
Labour policy review chief

Put in charge of rethinking Labour policy after its 2010 defeat, Mr Cruddas wrote in a review introduction: “Our best council leaders are already building power and participation at a local level.”

**65****CLIVE BETTS**  
Chair, communities and local government select committee

As chair of the Commons committee most focused towards local government, Mr Betts (Lab) has grilled ministers on suspicions of their centralist tendencies and urged reform of council tax bands.

**66****SIMON PARKER**  
Director, New Local Government Network

New Labour’s favourite think tank on local issues, NLGN still produces interesting ideas, including a recent attack on unitary reorganisation. Mr Parker is a former fellow at the Institute for Government.

**67****SIR DEREK MYERS**  
Co-chair Service Transformation Challenge Panel

A key forward thinker in local government, who will help shape how future savings are found. He is former shared chief executive of Kensington & Chelsea RBC and Hammersmith & Fulham LBC.

**68****JON ROUSE**  
Director general for social care, Department of Health

A former Croydon LBC chief executive, his role is to support health and wellbeing boards to apply for the better care fund money and he has campaigned for better support for carers.

**69****LORD SHIPLEY**  
Deputy chair, Regional Growth Fund Independent Advisory Panel

A former leader of Newcastle City Council, Lord Shipley (Lib Dem) has worked with Lord Heseltine to negotiate allocations of the local growth fund and is a keen supporter of city deals and city regions.

**70****SIR MICHAEL LYONS**  
Author of Labour’s housing review

Sir Michael has also been a Labour councillor, chief executive of Birmingham City Council and BBC chair, and wrote a well-received – though little acted upon – 2007 report on the future of local government.

**71****JULIAN LE GRAND**  
Professor of social policy, London School of Economics

A social policy polymath, he wrote official reports on the troubled children’s services at Birmingham City Council and Doncaster MBC, and on new models of commissioning in children’s social care.

**72****SHARON TAYLOR**  
Leader, Stevenage BC

Districts are not Labour’s strongest ground, but Ms Taylor (Lab), vice-chair of District Councils Network, has been an effective voice for it there. She will fight Stevenage at May’s parliamentary election.

**73****JOHN KINGMAN**  
Second permanent secretary, the Treasury

A career civil servant who rejoined the Treasury in 2012 after a spell with banker Rothchilds, Mr Kingman’s role includes overseeing the Treasury’s economics functions, financial services, growth and infrastructure.

**74****DEBORAH CADMAN**  
Chief executive, Suffolk CC

Took over Suffolk in 2011 following the collapse of planned mass outsourcing. Ms Cadman has pioneered integration between the county council and its districts and is Solace’s spokesperson on leadership and learning.

**75****ANDREW RIDLEY**  
Programme director, better care fund, NHS England

Mr Ridley has been seconded to head a joint team from health, local government and Whitehall to run this £3.8bn programme to promote local integration of health and social care.

**76****KEITH WAKEFIELD**  
Leader, Leeds City Council

Keith Wakefield (Lab) is also the Core Cities' cabinet member for employment, skills and welfare, where he will oversee the HS3 rail line. He opposes government plans for more elected mayors.

**77****GAVIN JONES**  
Chief executive, Swindon BC

Swindon's rock guitarist chief executive has held his post since 2006 during which it has moved from being one of local government's worst performers to among the high achievers.

**78****MARTIN CRESSWELL**  
Chief executive, Impower

Impower is seen as a major player in hot topics such as demand management and children's services, having worked with Doncaster MBC, Birmingham City Council and Haringey LBC.

**79****PATRICK MCLOUGHLIN**  
Transport secretary

An enthusiastic proponent of high speed rail and relaxed about letting councils – within limits – influence local trains, Mr McLoughlin (Con) has grasped that councils might just know their own transport needs.

**80****SIMON HENIG**  
Leader, Durham CC

Rising Labour star who also chairs the North East Combined Authority, which is leading local government's attempts to re-regulate bus services. Cllr Henig (Lab) led Durham to LGC's Council of the Year award this year.

**81****RUTH DOMBEY**  
Leader, Sutton LBC

Ruth Dombey's (Lib Dem) party gained seats on a record of attention to environmental issues when Lib Dems were being massacred elsewhere last May. Sutton was among the first councils to revive the committee system.

**82****JIM O'NEILL,**  
Chair RSA,  
Commission on City Growth

A former Goldman Sachs chief economist with banking background, Mancunian Mr O'Neill's commission called in its report for local authorities to create a 'persuasive agenda' for devolution to cities.

**83****ALEXANDRA JONES**  
Chief executive,  
Centre for Cities

Leads the influential urban-focused think tank, which has produced evidence to support cities having more powers and autonomy to spend without central government restrictions. Formerly with the Institute for Public Policy Research.

**84****GEORGE FERGUSON**  
Mayor, Bristol City Council

The only mayor created from the 11 referendums in 2012, Mr Ferguson (Ind) seeks greater devolution to cities and has secured Bristol European Green Capital status in 2015.

**85****SIR BOB KERSLAKE**  
Permanent secretary,  
Department for  
Communities & Local Government

Due to retire in February, former Sheffield City Council chief executive Sir Bob has one last big job in reviewing Birmingham City Council's governance following the Trojan Horse controversy.

**86****RICHARD VIZE**  
Writer and  
commentator

Former editor of both LGC and Health Service Journal, Mr Vize's recent publication, *The Revolution Will Be Improvised*, advocates a whole-system approach to budget reductions while delivering essential services.

**87****HUGH GROVER**  
Director of collective  
pension investment,  
London Councils

Mr Grover has driven the creation of London Councils' collective investment vehicle for the capital's local government pension funds, the first of its kind. Funds are sovereign but investments are pooled.

**88****PAUL O'BRIEN**  
Chief executive,  
Association for Public  
Service Excellence

APSE has devised the 'ensuring council' model adopted by Derbyshire CC and Lancaster City Council, which offers an alternative vision for how authorities can work with communities to navigate challenges.

89

**DAVID FINCH**  
Leader, Essex CC

An outspoken leader who has called for council tax rises, rejecting government's freeze grant, David Finch (Con) advocated county health and care commissioners and warned that the Care Act would be "Armageddon" for councils.

90

**PETER HAY**  
Strategic director for people, Birmingham City Council

At the centre of controversies over the city's children's services, Peter Hay led the council through intense government scrutiny and the Trojan Horse affair, and oversaw merger of with adult services in 2013.

91

**BRANDON LEWIS**  
Housing and planning minister

Former Brentwood BC leader, Brandon Lewis (Con) was local government minister until July, during which time he faced criticism from the sector for proposing a disputed reorganisation of the Local Government Pension Scheme.

92

**DOROTHY THORNHILL**  
Mayor, Watford BC

Former teacher Dorothy Thornhill (Lib Dem) has been mayor since the post's inception in 2002, and will fight Watford at the general election. If elected she intends to serve her remaining year as mayor.

93

**KRIS HOPKINS**  
Local government minister

Former Bradford City Council leader, Kris Hopkins (Con) had courted controversy having opposed chancellor George Osborne's enthusiasm for elected mayors, opposed unitary reorganisations and been outspoken on tackling child abuse in Rotherham.

94

**RICHARD HUMPHRIES**  
Senior fellow, social care, King's Fund

A specialist in the vexed question of integrating social care and health and how it might save money. He is a former director of social services and housing for Herefordshire CC.

95

**NAN SLOANE**  
Director, Centre for Women and Democracy

Nan Sloane has provided an evidence base on gender inequality in local government positions of power and kept the issue on political agenda, including through the annual Sex and Power report.

96

**TONY HUNTER**  
Chief executive, Social Care Institute for Excellence

Former North East Lincolnshire Council chief executive Tony Hunter now heads SCIE, which is both an improvement support agency and a charity working with adult and child care and support services.

97

**CAROLINE TAPSTER**  
Director of health and wellbeing system improvement, LGA

Caroline Tapster has led the LGA's work on health and wellbeing boards, key bodies in moving to integrated health and social care. She is a former chief executive of Hertfordshire CC.

98

**DOMINIC CAMPBELL**  
Founder, Futuregov

An early advocate of social media for councils, and of how they should respond to it, Dominic Campbell's Futuregov works with councils on using technology to drive service delivery change.

99

**LORD FREUD**  
Welfare reform minister, Department for Work & Pensions

Lord Freud (Con) is responsible for many of politics' hottest potatoes, including the implementation of universal credit, changes to housing benefit and the benefits cap.

100

**BECKY SHAW**  
Chief executive, East Sussex CC

In post since 2010, Becky Shaw's responsibilities include dealing with the county's role in the mammoth South East Local Enterprise Partnership. Ms Shaw is also Solace's deputy leadership and learning spokesperson.

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MAKING A DIFFERENCE  
IS ANOTHER



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