



50

The most
influential
voices in local
government



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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 own 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.

“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 the 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.

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

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*

LGC 50 Introducing the trailblazers

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, outsourcings 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 having 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 Kirby, 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 list 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.

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PLUS don't miss your poster version of the *LGC 50*: centre-spread pull-out

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 10 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, business 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 leadership with *LGC* throughout the year.

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



Top 10 Local Government Leaders on the LGC50

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

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 also has 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 scrapped 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.

He has also spent time at the Cabinet Office and the BBC and has held senior roles at Lincolnshire and Nottinghamshire CCs.

Whether his local government background disposes him well towards the sector is a matter for conjecture. It may just mean he knows where the bodies are buried.



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 neighbouring Westminster City Council and Hammersmith & Fulham LBC (see entry 19) and will additionally become chief executive of the latter when Geoff Alltimes 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.

4 GRAHAM BURGESS, CHIEF EXECUTIVE, BLACKBURN WITH DARWEN BC

Blackburn with Darwen BC is LGC's Council of the year for 2011 and its chief has developed exceptional responses to the many challenges the area faces. LGC Awards judges drew particular attention to its strong partnerships, innovative joint working with health services and practical approach to problem solving.

Mr Burgess has been at the helm of the formation of a Care Trust Plus with the local primary care trust, where he is joint chief executive. This conjoins the commissioning budgets for primary care and children's and adults' health – worth some £300m – and, taken with the council's budget, means around £800m of public money is being invested.

Although there are a number of combined councils and PCTs, this was the first to have the 'plus' status, because of its focus on reducing health inequalities in addition to care work.

Blackburn with Darwen is the 17th most deprived borough in the country, and the council has given priority to anti-poverty measures, economic regeneration and community cohesion. Mr Burgess has also been the architect of strong collaborative working with public, private and voluntary sectors, leading a local public service board with a track record for innovation.

Strong leadership, achievement and innovation, despite adversity, put Mr Burgess among local government's most influential.



LGC 50 The most influential voices in the sector



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 Ms Hill's vision is a council that signs service delivery contracts with mutuals led by its current staff and with voluntary sectors 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 that focused on her pay and even the price of her clothes.

Ms Hill is one of local government's characters. She is an outspoken figure who attracts a lot of attention – both favourable and not.

This was controversial last year, but now, interestingly, other councils are beginning to consider the idea and run with it – albeit without Ms Hill's high-profile panache.

As the year progresses, and Suffolk's plans are realised, all eyes will be on Ms Hill as the sector seeks to learn from her valuable experience.

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 £50bn 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 'loony 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 not have endeared him to Eric Pickles, communities and local government secretary, but Mr Pipe is unlikely to mind that too much.



“Mr Parsons is emerging as a player among Conservative politicians, and is certainly unafraid of a scrap



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.

Early projects include a community-led model to recommission 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.



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.

11 ROB WHITEMAN MANAGING, DIRECTOR, LGID

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 that it 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 faced tensions following a spike in votes for the BNP. He succeeded in driving reforms that helped take the heat out of the situation.



12 GREG CLARK, MINISTER FOR DECENTRALISATION

It would perhaps be rude to other ministers to describe Greg Clark as the brains of the Department for Communities and Local Government.

But as author of *Total Politics*, 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 BLUH, SWINDON BC

A few years ago, Swindon was an underperforming council.

Now, under chief executive Gavin Jones (above, left) and leader Roderick Bluh (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 professions 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 BOB 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 Bob 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 sound like the latest pop sensation, Sheridan Westlake is in fact a special adviser to Eric Pickles.

Mr Westlake is widely credited – or not, depending on 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.

“John Barradell is one of a growing band of chiefs using technology to drive the redesign of services

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 stuck, as the council sought a model with which it would provide basic services.

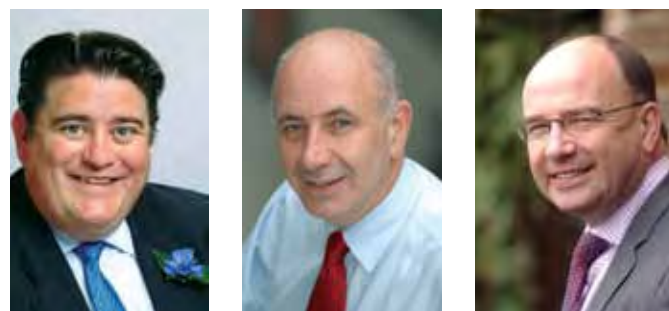
Under this approach, residents would be free to buy more as they chose, and do more for themselves just as tourists book direct rather than rely on a travel agent.

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 are good 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.

LGC 50 The most influential voices in the sector



19 GEOFF ALLTIMES, COLIN BARROW, MERRICK COCKELL, STEPHEN GREENHALGH, MIKE MORE, DEREK MYERS

These six are listed collectively for their work in merging services in the adjacent Hammersmith & Fulham LBC, Kensington & Chelsea RBC and Westminster City Council.

The arrangement follows in the footsteps of a number of districts – but it is a first in terms of scale and projected savings. As such, it will test Mr Pickles' theories on shared services, and all under the media's gaze. This project will see the three councils combining their children and adult social care services and share information technology and human resources.

Mr Myers will also become chief executive of the first two when Mr Alltimes retires in October, saving £200,000 over the next three years.

Underpinning this shared arrangement is a 'sovereignty guarantee', ensuring each council retains its councillors and decision-making powers.



20 TAMARA FINKELSTEIN, DIRECTOR OF PUBLIC SERVICES, HM TREASURY

Ms Finkelstein is the newly appointed HM Treasury director of public services, a post that means she will rapidly become very influential indeed in local government.

She follows former Islington LBC chief executive Helen Bailey into the post but will cover the Ministry of Justice and the Home Office as part of her remit, in addition to local government, education and health.

Described as "extremely intellectual with great powers of analysis", but also as "approachable, likeable and pragmatic", Ms Finkelstein has long worked in Whitehall.



21 TONY TRAVERS, DIRECTOR, GREATER LONDON GROUP, LSE

Tony Travers is the director of LSE London, part of the London School of Economics, but that title does little justice to his role as the leading commentator on local government in and far beyond London.

He is the 'go-to guy' for television cameras and newspapers when they seek out comment on anything to do with the sector – something which, unlike many academics, he is able to do in layman's terms.

Mr Travers also contributes to numerous publications, including his weekly column in *LGC*, and is often appointed to write reports for councils and thinktanks on new ideas for the sector, and how these might develop.

Best known for giving trenchant opinions, his own politics, like those of all good pundits, remain a mystery.

His informed and well-reasoned arguments have been valued by successive decision-makers.

As the government's resource review progresses, Mr Travers' expertise will undoubtedly grant him considerable influence.



22 HUGH GROVER, POLICY DIRECTOR, LONDON COUNCILS

A well-connected and experienced former civil servant, Mr Grover has brought a clear-thinking and informed perspective to London Councils' finance team, where he is director of fair funding.

He has helped to consolidate and advance London Councils' reputation for strong financial analysis and policy development, and is the first port of call for many looking to understand some of the darker intricacies of local government finance.

It is this rare appreciation of the technical details, and his ability to make them accessible, that have secured Mr Grover a place on the national stage. As the resource review gathers pace, his influence will grow.

He has also been involved in work to encourage the completion of the Census, under-reporting of which from the 2001 version left the capital's councils out of pocket for a decade.

At a time when money is short, Hugh Grover's branch of financial expertise will be crucial to ensuring that London gets all it can and uses it well.

“Despite being a finance director, Paul Woods is credited with a ‘cheerful glass half-full’ view of the world

23 PAUL WOODS, DIRECTOR OF FINANCE AND RESOURCES, NEWCASTLE CITY COUNCIL

Any council treasurer who can beat his opposite number at Proctor & Gamble to a professional prize must know his stuff, and Mr Woods was named finance director of the year in the Nigel Wright North East Accountancy Awards.

He has worked at Newcastle for 30 years, working his way up from trainee accountant to his present post, which he took in 2003.

Mr Woods' advice is highly valued by public bodies across the north-east and beyond. He has been closely involved with the Local Government Association's work on capitalisation and has been a key source of information in unravelling technical issues relating to the financial settlement and, in particular, capitalisation.

Despite being a finance director he is credited with a "cheerful glass half-full view of the world", even in current conditions.

With debate about retention of business rates underway, Paul Woods' influence will be significant.



24 STEVE FREER, CHIEF EXECUTIVE, CIPFA

Chief of the Chartered Institute of Public Finance & Accountancy, Steve Freer has been influencing major change in the way local authority finance chiefs work.

The profile of CIPFA has climbed, and its members have been thrust to the fore in these uncertain times.

Mr Freer's quiet influence will be felt during the resource review and related Westminster activities.



25 BEN PAGE, CHIEF EXECUTIVE, IPSOS MORI

Despite moving on to all matters commercial, and as likely to be in Singapore as Sussex and Italy as Islington – Mr Page continues to command respect both across Whitehall and across local government for his work at research firm Ipsos Mori.

He impresses not just with the quality of statistics the company produces to track public attitudes to local government, but also with his powerful analysis of them.

Though the death knell has sounded for Ipsos Mori's *People, Perceptions and Place* survey, published in August 2009, Ben Page's influence remains as strong as ever as he continues to sit on advisory panels for numerous departments across Whitehall.



26 BARRY QUIRK, CHIEF EXECUTIVE, LEWISHAM LBC

Lewisham LBC's veteran chief has survived 17 years in the turbulent world of top London borough jobs, and as the publication of his book approaches, he has decided to go part time ahead of his retirement in three years.

However, it is unlikely that Mr Quirk will be inactive. He was the government's national efficiency champion, and undertook a review that reported in 2008 on community ownership and management of public assets – which could form a plank of the government's Big Society vision.

Mr Quirk is also a past president of the Society of Local Authority Chief Executives and Senior Managers and has served on innumerable advisory bodies including crime reduction and child protection.

He has a PhD in social and political geography, and is a fellow in social policy and politics at Goldsmiths. Last year, he sat on a panel to work out how the Department for Education's budget can be better spent, following the abandonment of the Building Schools for the Future programme.

LGC 50 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 symbol is a phoenix, and that could sum up his approach that 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 CovJam, 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 easyBarnet 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 Barnet'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 – just as holidaymakers 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 delivery 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 IRENE 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

“Ms Bailey is uniquely qualified as well as much respected

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.

“The Big Society is commonly thought to be Steve Hilton's idea, and he has worked to give substance to it



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 third 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 weakens 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 reinvent 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 very 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 David 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 head 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.

LGC 50 The most influential voices in the sector



35 JULIA GOLDSWORTHY,
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 Goldsworthy, who lost her Falmouth and Camborne seat last year by just 66 votes, has instead gained a place close to the levers of power.

Ms Goldsworthy 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 Goldsworthy was a strong decentralist; it is thought that the Treasury is yet to stifle this commitment, not least because she comes from Cornwall 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.

Charged 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 'Simpl', 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 since 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 manages to 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 in 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 Hull City 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 mutuals 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.



“Sir Simon's role is to make sure the mayor's strategies in planning and development get delivered



**40 PHIL COPPARD
OBE, CHIEF
EXECUTIVE, BARNESLEY
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 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 effervescent 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, though 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 workable relations with the London boroughs is also noteworthy.

43 DONNA HALL, CHIEF EXECUTIVE, CHORLEY BC

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.



44 ROBERT GORDON, LEADER (CON), HERTFORDSHIRE CC

Cllr Rob 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

“Cllr Gordon's role in the CCA gives him real influence

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.



45 CAROLINE FLINT, SHADOW SECRETARY OF STATE, DCLG

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 taking on 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 what 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.



46 MARY ORTON, SECRETARY, ALACE

When trouble strikes among chief executives, it is Mary Orton, secretary of the Association of Local Authority Chief Executives – the chiefs' 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 bigotry and ridicule from parts of the government that ought to know better.

Her day job is as chief executive of Waverley BC.

47 JOHN O'BRIEN, CHIEF EXECUTIVE, LONDON COUNCILS

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.



“Nicola Yates is leading work that seeks to shift a 'can't do' culture among parts of Hull to a 'can do' one



48 NICOLA YATES, CHIEF EXECUTIVE, HULL CITY COUNCIL

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 'restorative 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.

49 DAVE SMITH, CHIEF EXECUTIVE, SUNDERLAND CITY COUNCIL

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 £10m worth of IT training vouchers for local people through the Sunderland Microsoft Learning and Employment Project (Smile).

Judges singled the council out for its concept of the family being the route to getting citizens back to work.



50 LORD JOHN SHIPLEY, LEADER (LIB DEM), NEWCASTLE CITY COUNCIL

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.



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 in 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 Blanter 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.



MANJEET 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 grabs 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 of its own. Mr O'Brien, who became chief executive in 2009, played a key role in introducing a support scheme for first-time mothers during pregnancy and for the first two years of the child's life, to combat high infant mortality rates.



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 should respond to job losses.



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 heavily by cuts in grant; for innovation in the use of social media; and is fathers' champion in his area.



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

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 increment financing.



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.

The website gets to the front line of Conservative local government and shows what concerns councillors and where the party's heart is, whatever the government might be saying.



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 senior 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 of government could have meant difficulties for the unit, given its left-wing origins, but those are now long behind it and it has carved out a position as a respected, even-handed thinktank and source of policy analysis that crosses political divides with ease.

Led by chief executive Andy Sawford, the LGiU has just launched a local health network to sit alongside its well-regarded offshoots in children's services and public services partnerships.



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 thinktank that raised '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.



LGC 50 Drivers of change: behaviour change and the Big Society

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

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 oddments into the body on efficiency in public services.

A government 'thinker', he leads on public sector efficiency and reform, where he has lost little 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 close 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 even such 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 City Council has been at the centre of many innovations 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 at 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 co-operative council, which Lambeth is now putting into effect. This was honed by a Citizen's Commission 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 Beaseley

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 CC'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 model, intended as a framework to develop and support self-reliant and capable citizens and communities.

10 Daniel Ratchford

Daniel Ratchford is Sutton LBC's strategic director of environment and leisure, and a leading light on behaviour change activities.

He has led Sutton's work – including a £5m initiative with Transport for London that helps residents make better choices about travel, and encourages walking, cycling and the increased use of public transport.



Drivers of change: collaboration 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

Leading the way in joint working

1 Joyce Redfearn

Wigan MBC's Joyce Redfearn is one of the few chiefs heading up a council and a primary care trust.

In these roles she can draw the two sectors closer together to work on health inequalities, as local government gets ready to take back 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 Government Association's Environment and Housing Board is an enthusiast for shared services and has travelled widely around the country telling other councils about how they can be made to work.

His own council has set up Compass Point Business Services, a back-office operation provider owned jointly with East Lindsey DC.



3 John O'Brien

When the election saw London Councils turn red, onlookers 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 find greater 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 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

Joanna 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.



She is chief executive at Teignbridge DC and also took over at Torridge DC last year.

Both councils are involved in multiple shared services with their neighbours, perhaps pointing a way forward for efficiencies after the collapse of Devon's proposed unitary county re-organisation.

9 Geoff Alltimes, Colin Barrow, Merrick Cockell, Stephen Greenhalgh, Mike More, Derek Myers

The leaders and chief executives of the three west London boroughs of Hammersmith & Fulham LBC, Kensington & Chelsea RBC 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 £35m a year as management costs are cut in half.

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

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 political groups at his troubled neighbour, Doncaster MBC.

LGC 50 Drivers of change: economic development and place shaping

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

Leaders of local enterprise and economic recovery

Grant Shapps

The minister for housing and local government is the originator of the 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.



Vince Cable

There are disputes over whether the abolition of the regional development agencies will really save money, but business secretary Mr Cable has been the architect of their successors, the local enterprise partnerships.

He is leading the attempt to balance local community interest with those of the business world in these bodies, and oversaw the creation of the regional



growth fund as he shapes the environment for local economic development.

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 the 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 patchwork 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 meet local authorities to resolve problems face-to-face.



Jan Ormondroyd

Bristol's place-shaping activities and economic development focus, under its chief executive Jan 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.

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

Neil McInroy

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, chairing a ministerial group looking at community budgets.



Drivers of change: financial leadership

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

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 expenses controversy, 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, leading to the front-loading of cuts in 2011-13 when other spending areas escaped this imposition.

Councils will at least not have to answer for the resulting pain to the financial watchdog the Audit Commission, as he has abolished it.



Sir Bob Kerslake

Sheffield City Council's former chief executive is now permanent secretary at the DCLG, in



which role he is expected to exert a moderating influence on the excesses of ministers in a hurry, and will also be able to empathise with former colleagues grappling with the implications of cuts on public spending.

Whether Sir Bob's influence can ease their plight is another matter.



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 Islington LBC chief executive, at the heart of government as HM Treasury director of public services, in which role she 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.



The Local Government Group's finance director has underpinned the association's lobbying efforts following one of the toughest financial settlements ever handed to the sector. He played key roles in campaigning for a raise in the capitalisation cap placed on councils and also in helping councils secure top creditor status to claw back money from failed Icelandic banks.

Julia Goldsworthy

Ms Goldsworthy is special adviser to Danny Alexander, chief secretary to the

Treasury. She is a former Liberal Democrat MP and was her party's shadow communities and local government secretary in the last parliament.

The sector will be hoping her support for localism survives into her new role, helping Mr Alexander decide which parts of the public sector get what remains of government budgets.



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 LGAs 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.



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

Pioneers today for the solutions of tomorrow

1 Gavin Jones & Roderick Bluh

This chief executive and leader team from Swindon BC 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 local government's top innovators.

At DCLG she continued to support innovative practice in the sector and the development of Total Place, consolidating that reputation.

3 John Barradell

Brighton & Hove City Council's chief executive wants to use new technology to drive the redesign of



services, having come from the IT industry.

He has held a 'city camp' at which members of the public could develop smartphone applications from council data, and is overseeing his authority's move to become a commissioning council.

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 wealthy on heavy engineering should now seek out opportunities to revive its economy based on new technologies.

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 influential as authorities begin to explore some of the thinking that underpins the Suffolk 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 October 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 'beacon' status and quickly climbed the 'Best Council to Work For' list.

8 Phil Coppard OBE

In the 1990s, Phil 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 czar, Martha Lane Fox.



9 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.

10 Colin Barrow

Mr Barrow has been at the centre of many innovations 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 his leadership had shown itself at the forefront of innovation.

11 Paul Martin

As chief of Sutton LBC, Mr Martin led one of the country's most active and ambitious behaviour change projects. Innovation also shone through in his work leading a successful police partnership.

No doubt he takes this innovative approach to his new role as chief at Wandsworth LBC.

12 Jeremy Gould

Mr Gould is widely credited with starting GovCamp in the UK, a movement that is now in its fourth year and which is designed for innovators across the sector to share ideas and motivation.



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 communities and 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 Dame Margaret Eaton

As chair of the Local Government Association Dame Eaton has had to steer a difficult course, being a Conservative engaged in stand-up fights on behalf of the sector with a Conservative secretary of state.

She has won praise for being unafraid to do just that and for getting many prominent Tories to join her.

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 process. He's unafraid to stand up for the sector, even against his own party.

4 Jules Pipe

Hackney LBC's Labour-elected mayor now also leads the cross-party 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 codification of the central-local relationship, giving a legal basis to determine which powers should rest at which level.

5 Stephen Greenhalgh

Hammersmith & Fulham LBC's Conservative leader is influential in his party as the admiral of one of its flagship councils, which he steered to LGC's Council of the Year award last year.

He has shown it is possible to cut council tax several years running while providing services that score consistently high in resident satisfaction surveys.

6 Sheridan Westlake

For those who thought Eric Pickles could cause councils



enough headaches without the benefit of a shadowy force behind him, think again.

Mr Westlake might only be backbench councillor in Guildford BC but, as the secretary of state's special adviser, he devised and implemented his council-bashing media strategy. The squeals of tabloid outrage about 'waste' start here.

7 David Parsons

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

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.

8 Rob Gordon

Cllr Gordon has two roles in addition to being Hertfordshire's leader, both of which are important political jobs and could position him for higher things.

He is chair of the County Councils Network and also of the Conservative Councillors Association, and is thought of as a future leader of his party in the



LGA. His CCA post gives him real influence in central government.

9 Sir Merrick Cockell

The leader of Kensington & Chelsea RBC was leader of London Councils until May 2010, while it spent four years under no overall control, and led the Conservative Councillors Association for four years until this year.

Sir Merrick runs a Tory flagship council about to undergo a radical sharing of services with its neighbours and is listened to in the upper reaches of his party.

10 Caroline Flint

The former housing and planning minister now has the task of harrying 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.

John Shipley OBE

Veteran Newcastle city councillor John Shipley was given a Liberal Democrat life peerage this year and will be a voice for local government in the House of Lords.

A thoughtful figure, Lord Shipley is respected across parties and will seek ways to secure wider powers for local government from Whitehall, to free up the major cities.



People in local government have little time to reflect on what they do, or on whether they could do it differently. That is where the sector's key thought leaders come in: they might not always be right, but their role is to provoke and challenge

Thinking differently to achieve the unachievable

1 Matthew Taylor

Chief executive of the RSA, the thinktank now uses the suffix '21st Century Enlightenment' taken from the title of a lecture by Matthew Taylor.

He was formerly chief political adviser to prime minister Tony Blair and continues to raise the profile of the RSA with his personal, sometimes controversial, view of the world.

The RSA has been highly relevant on the ground under his leadership through initiatives such as citizen power in Peterborough.



2 Ben Page

Despite moving on to all matters commercial, and as likely to be in Singapore as Sussex and Italy as Islington, Mr Page continues to command respect both across Whitehall and across local government for his work at research firm Ipsos Mori.

He impresses not just with the quality of statistics the company produces to track public attitudes to local government, but also with his powerful analysis of them.

Though the death knell has sounded for Ipsos Mori's 'place survey', Mr Page's influence remains as strong as ever as he continues to sit on advisory panels for numerous departments across Whitehall.

3 Geoff Mulgan

After six years leading the Young Foundation, Geoff Mulgan will join the National Endowment for Science, Technology and the Arts, as chief executive, in June.

This move is seen as a real coup for the organisation, which already possesses serious clout in the innovation agenda across both central government and public services.

Mr Mulgan is already notably well connected as a former director to the Government Strategy Unit under Tony Blair's premiership. He also founded the thinktank Demos.



4 Nick Boles

Just as thinktanks aligned to Labour flourished in the past, so with the change of



government Policy Exchange has come to the fore.

Mr Boles founded it in 2002, and since last May has been the Conservative MP for Grantham and Sleaford. A key member of the 'Notting Hill Set' of Tory modernisers, he is close to the prime minister and the arguments for the Big Society and localism.

5 Richard Layard

Lord Layard continues, despite a nominal retirement, to play a pivotal role in the development of the wellbeing agenda as emeritus professor of economics at the London School of Economics.

He has been closely involved in the work led by Jill Matheson, the national statistician at the UK Statistics Authority, to develop a general measure of wellbeing.

They launched the wellbeing programme alongside prime minister David Cameron.

6 Oliver Letwin

Oliver Letwin may have been one of the losers of the coalition, but now that he is embedded in the Cabinet Office the government's policy chief is positioned firmly at the centre of power.

Described in the media as a Conservative party "big brain" and one of the great "modernising intellectuals of the party", the West Dorset MP and chairman of the Tory party's Policy Review has led thinking in many key areas.



7 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.



8 Barry Quirk CBE

Lewisham 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.

His other advisory roles have included crime reduction, service efficiency, health improvement and child protection.

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

Masters of re-organisation, engineers of renewal

1 Andrea Hill

Suffolk CC's chief executive is driving one of local government's radical experiments on the Big Society with its vision of becoming a 'commissioning council'. This will deliver most services through contracts with mutuals led by its current staff and with voluntary sectors 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 shrunken finances.



2 Graham Burgess

Blackburn with Darwen BC is LGC's Council of the Year for 2011 – particularly for its innovative joint working with health services.

It has formed a Care Trust Plus, with Mr Burgess as joint chief executive, bringing together the commissioning budgets for primary care and children's and adults' health with the council's budget to focus all these resources on tackling health inequalities and deprivation.



3 Michael Bichard

Lord Bichard is both a former local authority chief executive and senior civil servant, and now is director of the Institute for Government.

A cross between a high-level training body and a

thinktank, he develops the Institute's work in supporting the skills of senior public servants, politicians and political advisors, and in conducting and funding research on public administration.

4 Janet Callender

The chief executive of Trafford MBC, and formerly of nearby Tameside MBC, Janet Callender has led on the Association of Greater Manchester Authorities' (AGMA) improvement and efficiency review.

She has worked tirelessly to root out inefficiencies as AGMA's members prepare to become the first city region combined authority. Ms Callender has also engaged with leaders, councillors, scrutiny panels, and other chief executives, and officers locally and nationally to spread good practice.



5 Derek Myers

As chief executive of Kensington & Chelsea RBC, 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 Rob Whiteman

Since taking up post 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.



7 Nick Walkley

Barnet LBC's chief executive is the force behind the 'easyCouncil' approach of a council that provides basic services and then invites residents to choose those they would pay for in addition.

The approach has been controversial and is not yet complete, but presents a radical and challenging response to spending cuts that may find followers.



8 Kim Ryley

The chief executive who pulled Hull City Council out of its troubles in the mid-2000s is now delivering a radical change programme as chief executive of the new unitary Shropshire Council.

There, Mr Ryley plans to cut management overheads by 20%, to save money while protecting the front line.

He has also mentored the troubled Doncaster MBC, and is the current president of the Society of Local Authority Chief Executives and Senior Managers.

9 John Seddon

A visiting professor at two universities, John Seddon is a robust advocate – indeed a self-promoter – for 'systems thinking', seeking to reconfigure management thinking across local authorities.

Mr Seddon's Vanguard Method sees problems as systematic, organisations as systems of moving parts.

If you tinker with one element it will have consequences with the rest of the organisation, which is why he argues conventional approaches always fail.

LGC 50 Roll of honour

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

LGC 50 2011

1	Eric Pickles
2	Paul Kirby
3	Derek Myers
4	Graham Burgess
5	Andrea Hill
6	Andrew Smith
7	Stephen Greenhalgh
8	Jules Pipe
9	Steve Reed
10	David Parsons
11	Rob Whiteman
12	Greg Clark
13	Gavin Jones & Roderick Bluh
14	Sir Bob Kerslake
15	Sheridan Westlake
16	Joanna Killian
17	John Barradell
18	Nick Walkley
19	Geoff Alltimes, Colin Barrow, Merrick Cockell, Stephen Greenhalgh, Mike More, Derek Myers
20	Tamara Finkelstein
21	Tony Travers
22	Hugh Grover
23	Paul Woods
24	Steve Freer
25	Ben Page
26	Barry Quirk
27	Martin Reeves
28	Max Wide
29	Irene Lucas
30	Helen Bailey
31	David Behan
32	Gary Porter
33	Steve Hilton
34	David Halpern
35	Julia Goldsworthy
36	Dominic Campbell
37	Daniel Ratchford
38	Andrew Kerr and Jane Scott
39	Kim Ryley
40	Phil Coppard
41	Joyce Redfearn
42	Boris Johnson and Sir Simon Milton
43	Donna Hall
44	Rob Gordon
45	Caroline Flint
46	Mary Orton
47	John O'Brien
48	Nicola Yates
49	Dave Smith
50	John Shipley

2008

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

2007

1	John Healey
2	Sir Simon Milton
3	Hazel Blears
4	Barry Quirk
5	Ken Livingstone
6	Steve Bundred
7	Ed Balls
8	Sir Robert Kerslake
9	Tony Travers
10	Sir Howard Bernstein
11	Ben Page
12	Chris Leslie
13	Dan Corry
14	Eric Pickles
15	Andy Burnham
16	Paul Coen
17	David Bell
18	Sir Jeremy Beecham
19	Sir Michael Lyons
20	Peter Housden
21	Stefan Cross
22	Christine Gilbert
23	Dame Denise Platt
24	Lord Hanningfield
25	Merrick Cockell
26	Sir Steve Bullock
27	Rod Aldridge
28	Sir Richard Leese
29	Yvette Cooper
30	Lucy de Groot
31	Nick Raynsford
32	David Curry
33	Michael O'Higgins
34	David Behan
35	Heather Wakefield
36	Michael Frater
37	Joe Montgomery
38	David Walker
39	Robert Hill
40	John O'Brien
41	Dame Jane Roberts
42	Stella Manzie
43	Ray Shostak
44	Darra Singh
45	Richard McCarthy
46	Chris Wormald
47	Geoff Mulgan
48	Richard Kemp
49	Kate Barker
50	Stephen Taylor



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