

URBAN TRANSPORT GROUP LEADERSHIP ACADEMY

As the UK's network of transport authorities, the Urban Transport Group's mission is to help our members to create transport networks which are sustainably funded and affordable; deliver social value; are green and resilient; and, are trusted.

Equipping employees of our member organisations with the leadership and problem-solving skills which are needed to meet these challenges is a vital element of our work.

UTG offers two groundbreaking programmes as part of its Leadership Academy: the **Senior Leaders Programme** and the **Aspiring Leaders Programme**.

Senior Leaders Programme

What is it?

This highly regarded programme is focused on developing the next generation of senior leaders in UTG's member organisations. It reviews, refreshes and reframes the concept of leadership, helping participants to further develop their own leadership style, as well as inspiring different ways of thinking, problem solving and operating in a political environment.

Who is it for?

The programme is for individuals who are viewed as having the highest potential within their organisation, and who have already held first level leadership roles such as Director, Assistant Director or Head of Service.



What does the programme cover?

The programme looks at a series of models and concepts in the spheres of personal, team and organisational leadership.

Modules	
1	Foundation: Introduction to leading in the public sector.
2	Finding your leadership style: Your leadership style and its components, strengths and weaknesses, workplace culture, taking the time to lead.
3	Influencing: Internally, externally, locally and nationally; your values; psychology of change.
4	Operating in a political environment: Working with government, senior politicians, Mayors and transport commissioners; how to campaign and get your message across.
5	The art of collaboration: Collaborating with different organisations and networks; understanding how Combined Authorities operate; thinking differently - encouraging diverse perspectives and rebel thinking; conflict and control.
6	Creating an inclusive culture: Valuing staff; coaching and mentoring; bringing people with you; inclusive chairing of meetings.
7	Facing the future: Common challenges, horizon scanning; managing change; confidence and competence; forming habits; problem solving; and your next career steps.

The Programme also offers participants unrivalled access to high profile leaders from both inside and outside the transport sector, who share their own leadership journeys, expertise and experience. Past speakers have included Metro Mayors, CEOs from the public and private sectors, senior Government officials and Transport Commissioners.

Additionally, the programme gives participants the opportunity to build a wider network of peers from the transport sector and beyond, from whom they can learn, hear about different challenges and share ideas.

When does it take place and how is it structured?

The nine-month programme begins in the month of October and comprises seven in person, all-day workshops.

These workshops are interspersed by six peer learning sessions, where a small group of participants meets virtually to reflect on the ideas and materials covered in the last workshop and how they can use them in their roles. These sessions are an essential part of the programme and an opportunity to add to learning, experiment with different ways of thinking and gain alternative perspectives – all in a safe and confidential environment.

What do our Alumni say?

"For any established or aspiring transport leader, this programme comes highly recommended. It is a way to reflect on your own leadership style and gives you the tools to manage, lead and influence in a way that is beneficial to your organisation, your colleagues and you. A truly great programme."

Anne Shaw OBE, Executive Director, Transport for West Midlands

"The course has been great at refreshing my leadership theory, giving me practical approaches that can be applied in my role, and building an exceptional peer-to-peer network. The skills and exposure to different ways of thinking have been of great value in helping me recently further my career within public transport."

Tim Taylor, Transport Services Director at West Yorkshire Combined Authority

Over half of the participants from the first cohort have moved into inspiring new roles since starting the Senior Leaders Programme

How can you participate?

Candidates for the programme are nominated to take part by their organisations (usually by those from senior leadership teams). The programme is available to all UTG member organisations, but free of charge to Principal Members, and with a fee for Members.



Aspiring Leaders Programme

What is it?

This brand-new programme is for established managers who would like to continue their development and career progression, and move into leadership roles.

It will enable participants to take stock of their progress to date, monitor their performance and help them to plot a path to becoming a senior leader.

Who is it for?

The programme is for managers who are looking to take the next step on the leadership ladder.

What does the programme cover?

The programme offers clarity on how leadership differs from management and how participants can begin to learn and put into practice the required new skills. It also covers aspects such as creating a narrative about one's self and communicating this to the right people within organisations, and identifying a route to advancement of a senior leadership role. The programme is both practical and action led and drives momentum towards this next role.

	Modules
1	Initiation: Establishing the baseline and creating the team
2	Direction: Where am I, what do I stand for?
3	The plan: Reviewing my landscape and formulating a plan
4	Leading: Exploring leadership / creating a leader's mindset
5	Momentum: Maintaining progress and learning

Just like the Senior Leaders Programme, the Aspiring Leaders Programme also offers participants the same unrivalled access to high profile speakers and the chance to build a long-lasting peer-to-peer network.



When does it take place and how is it structured?

The six-month programme, which begins in the month of January, comprises three in-person, all-day workshops (for modules 1, 3 and 5) and two half-day, virtual workshops (for modules 2 and 4).

These are interspersed by four peer learning sessions, where – just like the Senior Leaders Programme – a small group of participants meets virtually to reflect on the content of in-person sessions.

How can you participate?

Candidates for the programme are nominated to take part by their organisations (usually by those from senior leadership teams). The programme is available to all UTG member organisations, but free of charge to Principal Members, and with a fee for Members.

Who delivers the programmes?

Both the Senior Leaders Programme and the Aspiring Leaders Programme are delivered by Iain Smith, Founder and Principal Consultant at Network for Skills.

Iain has over 30 years of experience in learning, coaching, mentoring and people development. His career took him from front line operational roles, through learning and development, general management and onto leadership roles in both transport and education.



Urban Transport Group Alumni

The Urban Transport Group Alumni ensures that participants of the Leadership Academy can continue to build their networks and progress on their leadership journeys even after the formal programmes have concluded.

Two Alumni events are held each year, involving guest speakers, site visits, networking and discussions about learning from the programmes.

Benefits of being part of the Alumni include:

- **Knowledge sharing and networking:** A platform for Alumni to share their experiences and challenges in public transport leadership.
- **Professional development:** Facilitating ongoing professional development by keeping participants updated on the latest trends, technologies and policies in urban transport, including at least one face-to-face professional development session, shaped by the Alumni.
- **Collaboration opportunities:** By connecting with peers from different member organisations, Alumni can identify opportunities for collaboration on projects or research.
- **Community building:** A strong community of practice among Alumni can be built, acting as a support network, providing advice and assistance when needed, and fostering a sense of belonging and shared purpose.
- **Being part of the UTG's Professional Network:** Collectively advocating for policy changes or initiatives that promote UTG's missions.
- **Feedback and evaluation:** The Alumni can feed back into development of the UTG Leadership Academy and provide insight and speaking opportunities for future cohorts.

For more information on the Urban Transport Group Leadership Academy, please contact Saila Acton, Business Coordinator at the Urban Transport Group, on 0113 251 7204 or saila.acton@urbantransportgroup.org.