

MEMBERS' TRAINING AND DEVELOPMENT PANEL

Venue: Town Hall, Moorgate
Street, Rotherham. S60
2TH

Date: Wednesday, 17 November
2010

Time: 2.00 p.m.

A G E N D A

1. Apologies
2. Minutes of the Previous Meeting held on 21st October, 2010 (herewith) (Pages 1 - 5)
3. Personalisation Agenda (Presentation by Tom Sweetman, Executive Manager, Neighbourhoods and Adult Services)
4. Project Argus Training (briefing note herewith) (Page 6)
5. Member Development Charter (report herewith) (Pages 7 - 9)
6. Members' Development Strategy (report herewith) (Pages 10 - 19)
7. Policy on Personal Development Plans and Member Development Framework (for information) (Pages 20 - 40)
8. Leadership Academy - 7th and 8th December, 2010 - Local Enterprise Partnerships (information herewith) (Pages 41 - 42)
9. Leadership and Management Qualification for Councillors Newly Elected in 2010 - Weekend Residential Course at Northern College, Wentworth Castle, Barnsley - January and February, 2011 (information herewith) (Pages 43 - 44)
10. Refresher Training on Fraud and Corruption.
The refresher training would consist of:-
 - Referral and source information.
 - Sifting of referrals.
 - Investigation Process overview.
 - Joint Working with other agencies – both internal & external agencies.
 - Examples of successful cases.
 - Fraud Awareness e-learning package (to be available on Council intranet)

- by end of October, 2010).
- Contact Details.

and be undertaken by Benefit Fraud Investigation Unit i.e. Martyn Longdin (Fraud Investigator) and Shawn Senior (Team Leader).

11. Role of Member Development in the New Era (extract for information) (Pages 45 - 46)
12. Date and Time of Next Meeting - Thursday, 16th December, 2010 at 2.00 p.m.

**MEMBERS' TRAINING AND DEVELOPMENT PANEL
THURSDAY, 21 ST OCTOBER, 2010**

Present:- Councillor Sharman (in the Chair); Councillors Austen, Dodson, Gosling, Lakin, Littleboy, Pickering, Smith, St. John, Turner, Whelbourn and Wootton.

An apology for absence was received from Councillor Steele.

15. MINUTES OF THE PREVIOUS MEETING HELD ON 30TH SEPTEMBER, 2010

The minutes of the previous meeting held on 21st January, 2010 were agreed as a correct record.

With regards to the Minute No. 8 (Member Development Charter), a meeting was scheduled for the 2nd November, 2010 and appropriate feedback would be provided to Members.

In respect of Minute No. 9 (Sub-Regional Member Network) it was noted that a meeting had taken place this week with relevant officers, including representatives from the South Yorkshire Fire and Rescue Service and the South Yorkshire Police Authority, to develop and take forward the Sub-Regional Member Network on a South Yorkshire basis in order to share good practice and training.

In terms of Minute No. 10 (Corporate Parenting Training), it was noted that the first session had attracted only a few Elected Members, but the 2nd November session looked to be more popular with more Elected Members indicating their attendance.

With regards to Minute No. 13 (E-Payslips) questions were asked about the day and a half training session arranged specifically for Elected Members and the numbers that had actually attended. It was noted that for those that had attended the session was well received. Alternative arrangements would have to be made should Members request future assistance.

16. CRB CHECKS FOR ELECTED MEMBERS

Further to Minute No. 12 of the meeting of this Panel held on 30th September, 2010, consideration was given to a briefing note circulated by Richard Waller, Non-Contentious Team Manager, which explained that criminal convictions and cautions are treated as "spent" after certain periods but that Criminal Records Bureau checks are an exception to this rule.

The exceptions, which relate to certain occupations, positions involving working with children and vulnerable adults and gaming and lottery licences, were outlined. The Panel noted that section 14 of the Safeguarding Vulnerable Groups Act, 2006, which is not yet in force, empowers the Secretary of State to make regulations making it an offence for certain office holders to engage in a "regulated activity" without first having a CRB check and also makes it an offence if a person charged with ensuring an office holder engaged in a regulated activity has had a CRB check fails to do so.

The Panel further noted that until the provisions in the 2006 Act come into force there is no legal requirement for Elected Members to undergo a CRB check. However, taking into account Minute No. 47 of the meeting of the Cabinet held on 6th July, 2005, which specified that all Members should be CRB checked, Mr Waller suggested that the position be reviewed.

A discussion ensued and the following issues were identified for inclusion in the review:-

- The necessity for a CRB check of Members who were part of a committee that discharged education functions or functions relating to vulnerable adults.
- The necessity for Elected Members to have a CRB check in their capacity as "Corporate Parents".
- The necessity for multiple CRB checks in relation to the different functions that Elected Members undertake in their role as community leaders, including contact with young children and vulnerable adults as part of their official duties.
- The period in which a CRB check remains valid, particularly in relation to Social Services' functions.

Agreed:- That the Assistant Chief Executive (Legal and Democratic Services) be instructed to submit a report on CRB checks of Elected Members to the Performance and Scrutiny Overview Committee and Cabinet.

17. PROJECT PROCEDURE

The Chairman welcomed Brian Barrett, Design Consultancy Manager, to the meeting and who gave a presentation on the new Project Procedure being implemented across the Council.

The presentation drew specific attention to:-

- Definition of a project.
- Decision on the project, how it was to be delivered, what was to be delivered, implementation and review.
- The staged process.
- Checks on delivery and sign-off from project sponsor.
- Procedure Guide and the four stages of Identify, Justify, Develop and Deliver.
- Investment Circle Stages 1, 2, 3 and 4.

A discussion and a question and answer session ensued and the following issues were raised and subsequently clarified:-

- Opportunities to abort, change or review the project at certain gateways.
- Project reviews at Member level for projects such as Boston Castle, Clifton Park and the Town Hall.
- Learning from experience and the Red, Amber and Green frequency checks.
- Information sharing with all Members and the arrangement of a seminar.

Agreed:- (1) That Brian Barrett be thanked for his informative presentation.

(2) That arrangements be made for an all Member seminar on this issue.

18. LGID - THE COUNCILLOR'S ROLE IN PROMOTING PERSONALISATION AND SAFEGUARDING EVENTS

Consideration was given to information circulated with the agenda regarding Member seminars by Local Government Improvement and Development on "The Councillor's Role in Promoting Personalisation and Safeguarding to be held on the 13th December, 2010 in London or 1st March, 2011 in Manchester.

These two unique free all day events would explore both the Member's role in making adult social care more service user-focused and their safeguarding responsibilities in relation to adults in vulnerable circumstances.

The events would aim to:-

- Provide an overview of the current context for adult social care, so that leaders in the field can stay at the forefront of

developments in policy and delivery.

- Offer updates on safeguarding policy and practice, including clarifying the functions and responsibilities of councillors in relation to safeguarding adults in vulnerable circumstances.
- Outline the national programme on personalisation, which aims to transform adult social care.
- Explore the challenges for service improvement, efficiency savings and local partnership working.
- Include presentations by key national figures working on social care.
- Offer opportunities for discussion and networking.

The events are aimed at:-

- Lead members in adult social care, health and community services.
- Scrutiny members.
- Members in crime and disorder partnerships, and hate crime and domestic abuse/ violence partnerships or sub-committees.
- Members involved in community cohesion work.
- Councillors who are members or non-executives of NHS trusts or police authorities.
- Other cabinet members and frontline councillors.

Agreed:- That Member attendance be sought for the date in Manchester on the 1st March, 2011.

19. YORKSHIRE AND HUMBER HEALTH AND WELL-BEING LEADERSHIP ACADEMY

Consideration was given to information circulated with the agenda regarding a free development opportunity provided by Local Government Improvement and Development for senior Elected Members who had responsibility for the complex challenge of ensuring better outcomes for Health and Wellbeing.

The Leadership Academy was delivered by expert tutors, Local Government Improvement and Development consultants, supported by guest speakers and presenters. Participants would have an opportunity to discuss the challenges and responsibilities for health and wellbeing in their role. The programme would also explore the role of partner organisations and the vision and leadership they would be expected to give and also explore current policy developments and local issues as well as the threats and opportunities ahead.

The four day programme was scheduled to take place on

Wednesday, 3rd November, 2010 in Wakefield, followed by the 18th and 19th November, 2010 in York and finally on the 29th November, 2010 in Leeds.

Agreed:- That Member interest be sought for attendance on the dates provided.

20. MEMBER TRAINING

Consideration was given to various aspects of training that the Head of Scrutiny and Member Support highlighted to Members which included:-

Safeguarding – It was suggested that this be planned and delivered in-house on a similar basis to that already arranged for Corporate Parenting.

Fraud Awareness Refresher – An offer had been made for refresher training delivered by the Benefit Fraud Investigation Unit.

Agreed:- That arrangements be made on the two training areas above and be made available for all Members to attend at one or more sessions.

21. DATE AND TIME OF NEXT MEETING

Further to Minute No. 86 of the meeting of the Planning Board held on 14th October, 2010, a request was made for the Members' Training and Development Panel to amend its next meeting date to allow a Completed Developments Tour to take place on Thursday, 18th November, 2010.

Agreed:- That the next meeting be held on Wednesday, 17th November, 2010 at 2.00 p.m.

**Members' Training and Development Panel
17th November, 2010**

Project Argus

Project ARGUS is a National Counter Terrorism Security Office initiative, exploring ways to aid in preventing, handling and recovering from a terrorist attack. It achieves this by taking delegates through a simulated terrorist attack which identifies the measures to take for preventing, handling and recovering from such an incident. This simulation provides a unique opportunity to both learn from and contribute to valuable lessons helping to protect individuals, their places of work and ultimately their communities.

Facilitated by officers of South Yorkshire Police's Counter Terrorist Unit, the event explores individual's options; what is likely to happen in the event of a terrorist attack and what their priorities should be.

Project Argus highlights the importance of being prepared and having the necessary plans in place to help safeguard staff, customers and Council assets.

Although the simulation that is proposed to be used is based around an event in a retail centre, the lessons learned are still pertinent to Elected Members. Three similar events have already been facilitated for Senior Managers across all Directorates of the Council, with one session being aimed specifically at schools and colleges. All of the courses were well received and have helped managers (in conjunction with the recently updated Council Policy and Procedures on Terrorism) to put into context the nature of the risks and appreciate the need to have effective plans in place.

ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS

1.	Meeting:	Members' Training and Development Panel
2.	Date:	17 th November 2010
3.	Title:	Member Development Charter
4.	Directorate:	Chief Executive

5. Summary

To provide an up-date on progress towards satisfying the requirements for re-assessment necessary to achieve the Charter, as agreed by members at their meeting on 30th September 2010.

6. Recommendations

That Members note the proposed date for assessment relating to the achievement of the Charter.

7. Proposals and Details

In October 2005, Rotherham MBC signed up to working towards Charter status on Elected Member Development. That commitment was signed by both the Leader of the Council and the Chief Executive and fully supported by this Panel. The Council achieved the Member Development Charter in 2006.

The commitment to go forward towards achievement of the Charter recognises the vital role of Elected Members in local governance and pledges to adapt good practice in member development by:-

1. Being fully committed to developing our Elected Members in order to achieve the Council's aims and objectives.
2. adopting a member-led strategic approach to Elected Member development
3. having a member learning and development plan in place that clearly identifies the difference development activities will make
4. seeing that learning and development is effective in building capacity
5. addressing wider development matters to promote work-life balance and citizenship

The process of assessment is about determining whether or not the Council is continuing to adopt good practice in terms of building Elected Member capacity.

A pre-assessment visit was made on 2nd November 2010 and the feedback received was very favourable. It was confirmed that we are ready to go forward for full assessment on 21st December 2010, subject to the following conditions being met:

- Completion of the commitment document – signed by the leader, chief executive and leaders of other 'recognised' political groups
- That the proposed review of the member development strategy has been considered by the Member Training and Development Panel and actions agreed – before the formal assessment date
- That the authority take steps to explore how the council's intranet can facilitate special member pages related to development
- That the authority produce a policy statement document relating to member development, and this is made easily available to members (via handbook etc)

8. Finance

The cost associated with going forward for the Charter is to be met by Local Government Yorkshire and Humber

9. Risks and Uncertainties

Failure to achieve the Charter would result in a missed opportunity to accredit the excellent work that is carried out in Rotherham in support of Member Development.

10. Policy and Performance Agenda Implications

The Member Development programme provides an opportunity for Members to further develop their knowledge and understanding about a range of issues associated with the challenges confronting both the Council and themselves as community leaders.

11. Background Papers and Consultation

Guidance notes for Local Authorities working towards achieving the Yorkshire and the Humber Charter on Elected Member Development.

Contact Name: *Cath Saltis, Head of Scrutiny Services and Member Support, ext 2779* - cath.saltis@rotherham.gov.uk

ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS

1.	Meeting:	Members' Training and Development Panel
2.	Date:	17 th November 2010
3.	Title:	Member Development Strategy
4.	Directorate:	Chief Executive

5. Summary

It is necessary to update the Member Development Strategy with a view to ensuring that it is fit for purpose

6. Recommendations

Members are asked to consider the attached document.

7. Proposals and Details

Details in the document.

8. Finance

To be met by Local Government Yorkshire and Humber.

9. Risks and Uncertainties

Missed opportunity in gaining the Charter.

10. Policy and Performance Agenda Implications

Member development policy.

11. Background Papers and Consultation

Strategy – attached at Appendix A.

Contact Name: *Cath Saltis, Head of Scrutiny Services and Member Support, ext 2779* - cath.saltis@rotherham.gov.uk

Member Development Strategy

"For Members, by Members"

**Member Development & Training Panel
Rotherham MBC
October 2010**

Member Development Strategy

Profile of the Council

Rotherham is a metropolitan borough in South Yorkshire comprising a diverse and vibrant blend of people, cultures and communities. The 63 elected members have a number of roles including providing community leadership and representing their constituents' interests through the council. The current council make up is 50 Labour members, 9 Conservative, 3 Independent and 1 BNP. All members of Rotherham MBC are required to attend meetings of the full Council. The Council political management structure is that of a Cabinet forming the executive with non-Cabinet members forming into 5 Scrutiny Panels. There are also 7 area assemblies which operate at a local level.

The Council has a local strategic partnership and has worked together with partners to develop a new vision for the borough which will steer progress over the next 10 to 20 years. The member development strategy aims to ensure members are properly supported and have the appropriate knowledge and skills to carry out their roles.

Introduction

Local Government is going through a period of unprecedented change arising from the Coalition Government's intended programme. Not least will be the intention to give councils more power but less money. The next couple of years and beyond look to be the most turbulent for a long time as members wrestle with the implications of the recent Comprehensive Spending review.

Members and officers of councils up and down the country are considering how they will deliver the huge savings the local government sector will have to find over the next few years. This is a daunting task which will bring many stresses and strains. What of the pain of likely redundancies and what of the potential political and managerial fallout.

The Queens speech on 25th May 2010 stated that a Bill would be introduced to devolve greater powers to councils and neighborhoods and give local communities control over housing and planning decisions.

The Decentralisation and Localism Bill, which is expected to be presented to Parliament in the autumn, includes changes to planning laws, housing policy and constitutional arrangements and is the mechanism by which many of the coalition government's recently-announced policy measures for local government will be implemented. It will also introduce a general power of competence for local authorities.

Some of the main tenets of the Bill include

- Create Local Enterprise Partnerships (to replace Regional Development Agencies) – joint local authority-business bodies brought forward by local authorities to promote local economic development.

- New powers to help save local facilities and services threatened with closure, and give communities the right to bid to take over local state-run services.
- Abolish the Standards Board regime.
- Give councils a general power of competence.
- Give residents the power to instigate local referendums on any local issue and the power to veto excessive council tax increases.
- Greater financial autonomy to local government and community groups.
- Create new trusts that would make it simpler for communities to provide homes for local people.
- Review Housing Revenue Account.

The results of this leadership challenge will provide expectations that elected members will:

- Connect more effectively with community advocates, provide a steer for them and represent community needs within the council and with partner service providers, by setting local action plans and ensuring delivery.
- Set policies, targets and outcomes within the Council that meet community needs and challenge results and progress through both Cabinet and Scrutiny functions.
- Perform regulatory functions which ensure that community needs and aspirations are both met and protected.
- Work with a full range of partners to secure positive outcomes for the area and community and challenge performance.

It is against a background of changing demands, expectations and aspirations that this Member Development Strategy provides for members of the Council to be equipped with the skills and experience to meet these challenges and secure an excellent performing Council for the benefit of Rotherham as a whole.

Rising to the challenge

The Council has a long established Members' Training and Development Panel, chaired by the Deputy Leader, to drive the needs of member development.

The Panel oversees the whole of the member development programme, evaluation and new developments. Opportunities for member development and training have been devised after careful analysis of need. In addition, the Council has expanded the facilities available to members to develop their roles through e-government innovations.

Definition of Member Development

To provide clarity for the work of the panel, a definition of what constitutes member development has been adopted as: "Any development activities or training programmes specifically designed to improve the knowledge; skills and abilities of elected members in their individual or collective roles in meeting RMBC's Corporate objectives and as agreed via individual development plans".

Commitment to Member Development Charter

The Council is committed to maintaining the Yorkshire and Humber Charter for Elected Member Development as a hallmark of good practice in Rotherham. The Charter has been developed in partnership with IDeA. The concept of a charter was borne out of a desire to encourage commitment to member development and to acknowledge those authorities who demonstrate that commitment. The Council signed up to the charter in October 2005 with a view to going forward for formal re-assessment this year.

Strategic Assessment and Delivery

In recognition of the varying and sometimes complex mix of training and skills development needs of members, the strategy sets out assessments and delivery in the following blocks:

- All members
- Cabinet members
- Scrutiny
- Regulatory functions
- Working in partnership

This enables a pick and mix approach for access to training and development opportunities tailored to the needs and aspirations of the individual member. For instance upon being selected as the Cabinet Member for Children and Young People, arrangements were made for that member's attendance at the I&DeA's Leadership Academy.

To support Members in gaining the skills and capacity to meet the challenges of local government in the 21st century, the Council has supported places on the IDeA's Leadership Academy.

A number of Elected Members have already attended the programmes and feedback has been very positive

All Members

The Strategy recognises the common needs of all members. Such needs include:

- Induction for new members
- I.T. skills and the use of relevant Council systems
- Overview of finance
- Equalities
- Ethical frameworks
- Dealing with casework
- Personal safety
- Health & Safety
- Emergency Planning
- The role of Councillors as Corporate Parents
- Chairing meetings
- Public speaking
- Local Government finance

The approach of a “seasonal” programme has been developed in recognition that training needs can vary through the year to match the business cycle. The seasonal approach is being further refined to provide a consistent programme addressing identified ongoing development needs for all members. Induction includes sessions such as How the Council Works, Council Business, Equalities and Diversity, and Ethics and Probity, all of which introduced new members to the systems of the Council. Speaking in Public gives members support in effective public speaking, coinciding with their newly elected positions. The finance module coincides with members beginning the budget process and the role they have to play in that e.g. members have received specific training on The Gershon and Lyons reviews when they were released.

Examples of the training to season are as follows:

Summer

- Induction for new members
- Induction Programme
- IT training

Autumn

- The role of Councillors as Corporate Parents
- Focus on taxi licensing – out of Rotherham
- Understanding the budget – out of Rotherham
- Simulation of setting a council budget – out of Rotherham
- Licensing – Skills masterclass in decision making – out of Rotherham

Winter

Spring

Other initiatives to support the development of members include:

- A handbook for all members;
- E-learning CDs and online e-learning.
- Member mentoring with members from other local authorities. This has been especially successful in supporting the community leadership in the ward role eg introducing neighbourhood walkabouts.

E Casework

E Casework allows Councillors to input their surgery details in a variety of ways to suit them, including the following:

- By inputting directly on the system
- By using Town Hall Secretariat staff

This enables all Members of the Council to choose the way in which they prefer to deal with their surgery requests.

All surgery requests have a dedicated case number and can be traced via the above methods.

Members' Websites

Members are encouraged to design and create their own websites linked from the Council website. They are supported in this by officers who can advise on and devise the content to suit Member needs. Successful websites so far include a Biography of the Councillor, Surgery Arrangements, Latest News and Contact Details. Updating is undertaken by the Member Support Team.

Cabinet Members and Chairs of Scrutiny

Cabinet members, chairs of Scrutiny panels and advisers to Cabinet members all take on specific responsibilities that are crucial to the effective running of the Council. Learning and development needs, especially in providing leadership and challenge are paramount. The strategy makes specific provision for the development of such skills, not just for those members currently in these key positions, but also for those who aspire to develop into these roles.

Identification of relevant training and development needs and aspirations is achieved through producing a **personal learning and development plan for the members concerned. Training and development opportunities are then identified.** These will often be subject specific courses offered by the I&DeA, member mentoring of events organised locally or within the region.

Members of Regulatory Committees

The Council's principal regulatory functions requiring member committee decision making are:

- Planning;
- Licensing
- Audit
- Standards

All four require the development of knowledge and skills in the relevant tasks. This is against the background of considerable change. In planning, changes to national and regional planning policy and guidance impact on local development decisions. In licensing, the council has already taken on increased licensing functions and next year will become responsible for licences relating to gambling. Audit committees are a relatively new function in local government, following good practice guidance and the "Use of Resources" test applied each year as part of the CPA score refresh.

Specific training to address regulatory functions are:

- Probity in Planning;
- Audit Committee – for Audit Committee members and Finance Advisers;
- Licensing
- Emergency Planning
- Standards - Ethics and Probity

Working in Partnership

The Council seeks always to work effectively and efficiently alongside partners, and this is central within Member Development. One example of this was when a Scrutiny Review of "Working with Parish Councils" was undertaken which led to the development of the Parish Charter. This Charter recognises the elected legitimacy of

Parishes and promotes a partnership approach to joint working. Recommendations also included joint training and development sessions. This has been applied to member development with training open to Borough and Parish Councillors encouraging partnership working between officers and members. A Parish Council representative has been co-opted onto the Member Development Panel.

There has been joint training of scrutiny members, panel co-optees and ALMO board members to integrate them closer in partnership with the Council. Rotherham LSP has engaged members in strategic partnership working supported by seminars and training on partnership working. More work will develop between the Youth Cabinet and members, particularly with the Children and Young Peoples Scrutiny Panel.

There has also been partnership work with other local authorities in the Yorkshire & Humber region. As well as attending the network meetings for member development officers, there has been joint commissioning of e-resources and any excess places on courses have been advertised as available to any elected member in the region at a minimal cost. This has resulted in Members from other authorities attending training sessions at Rotherham and vice versa.

Looking Ahead

In order to keep Members up to date with changes in local government either nationally or locally, there are regular information seminars open to all councillors (and officers) on issues of the day eg Lyons Review, Gershon, Rural Strategy etc. These are held three weekly (or more frequently if necessary) on a Tuesday morning.

Overall Evaluation and Developing Best Practice

The Member Development programme has been a very positive experience for all members with constructive and encouraging feedback that is integrated into future training. Local government is a continually changing political landscape in terms of expectations of the community and responsibilities of members. It is important that member training supports members with new skills sets to develop them in their positions as community leaders.

The Council has developed Personal Development Plans for members where any new demands on members can be recognised and catered for. The skills of members are also recorded and their strengths recognised. More experienced and confident Scrutiny members are used as mentors to new members or to co-opted representatives who sit on the Panels. Members have also become involved in the training of co-optees.

Many members have received I.T training so that they now have the use of blackberry palmtops, laptops and access to the internet in their homes and in the members' room at the Eric Manns building.

The member development programme is continually developing and with the rise of new challenges for members new ways of training will need to be supplied. The Council has produced a member handbook (available online, on CD or in hard copy) which provides members with a wealth of information about the Council, and their role, in one place for easy access.

Resources

Member development is managed within the Chief Executive's Office overall by the Head of Member Services and Scrutiny with a part-time member of staff developing, organising and delivering activity. The Council have agreed a budget of £20,000 to support the development, wherever possible other funding is accessed, for example in the past the then ODPM capacity building fund yielded an additional £30,000, followed by RIEP funding.

DRAFT

POLICY FOR MEMBERS' PERSONAL DEVELOPMENT PLANS

1. Background

The Member Development Panel agreed that following the all-out elections of 2004, all Members would be asked to undertake an interview to assess their training and development needs.

The model adopted was one developed by Syniad (IDeA in Wales) and North West Employers Organisation. (see Appendices A & B)

2. Member Development Framework

The first part of the model comprises a **Member Development Framework** which broadly outlined the skills and knowledge required by Councillors to perform their different roles:

- **Role Description** - this describes the different roles or areas of individual responsibility that a Councillor might have. Section A refers to the period after selection and before election. Sections B to H to the activities that all members will undertake. Sections H to N refer to specific roles such as overview and scrutiny or member of the executive.
- **Knowledge Required** - this describes the information that Councillors would need to know or understand to carry out the role.
- **Role Skills** - this refers to the set of skills associated with the role description.
- **The Effective Member Is Able to** - gives examples of how a member might demonstrate effective performance.
- **Possible Method of Acquisition** - suggests how the new skills or knowledge might be developed, ranging from guided reading, through training, to receiving coaching or mentoring.
- **Time Scale** - indicates the level of urgency for development, such as on induction, within the first year, or when the individual member expresses a need.

The skills and knowledge are then developed through 13 different areas:

a. General

- As a candidate
- As a new member
- All members
- As a ward representative
- As a party representative
- As a decision maker
- Policy & strategy
- Community network

b. Specific Roles

- Full council role
- Scrutiny member
- As a Chair

- As a member of a statutory committee
- Executive member
- Leaders

3. Personal Development Plan

The second part of the model comprises a confidential **Elected Member Personal Development Plan**. This is a form which the Member completes with the Member Development Officer (or another officer) and is used to assess the competencies which members already have and those which may require further development. Members also give information about prior learning, whether formal or informal and their future plans for what they hope to achieve during their term of office.

From this information development activities are identified which need to be undertaken in order to support the Member in his/her role. These form the basis for the plan of development and training for the member

The plan is then signed by the Member and the officer to acknowledge that this has been an agreed process and outcome. A copy of the plan will be given to the Member to keep in their own personal development file. A copy will also be kept by the Member development Officer who will use it to feed into the member development plans for the year.

The PDPs retained by the Member Development Officer will not be available to view by any other Member of the council except with the agreement of the owner of the PDP.

3. Frequency of Review

It is important that the PDPs are seen as living documents and not something to be achieved and then put aside. For this reason the following timetable will be followed:

- a. All newly elected members will be offered a personal development interview within one month of election – this will apply to those who are re-elected as well as those elected for the first time.
- b. All members taking on a new role eg chair of a scrutiny panel, cabinet portfolio etc will be offered a personal development interview to look at any new development needs which may have arisen from the new responsibilities undertaken.
- c. Each year the Member Development Officer will look through all the PDPs to check whether any need to be refreshed due to changing priorities or to goals having been achieved. Any PDP which appears to be out of date will indicate that a personal development interview should be offered.

Member Development Framework

What Is The Member Development Framework?

This framework broadly outlines the skills and knowledge required by Councillors to perform their different roles and provides an indication of how they might carry them out effectively. It is not intended to be exhaustive or prescriptive but to provide a prompt for new and existing members to identify areas where they need support.

This support could be in the form of information, training, facilitated workshops, coaching and mentoring, or opportunities to learn from observation. The framework is designed to be flexible so that members can work with officers and colleagues to decide the most useful method.

Who Is It For?

The framework can be used by all members, either individually for personal reflection on their own needs, by member teams to identify what might be useful for a committee or interest group, or with support officers to prioritise training and development needs.

Member Support Officers and Training Managers may find the framework useful as a basis for training needs analysis (a way of identifying the development needs of each member or member team) or in the creation of personal development plans for each Member. The framework has been designed to be adaptable to local needs.

How To Use It

The structure of the framework broadly follows the different stages in a Councillor's career. In that it starts before election and progresses through the range of responsibilities that a member may undertake throughout his or her term of office. To avoid duplication, skills and knowledge that appear early in the framework are not repeated under each role. Therefore the whole framework should be used rather than just dipping in to one section.

The framework is divided horizontally into the following categories:

- **Role Description** - this describes the different roles or areas of individual responsibility that a Councillor might have. Section A refers to the period after selection and before election. Sections B to H to the activities that all members will undertake. Sections H to N refer to specific roles such as overview and scrutiny or member of the executive.

- **Knowledge Required** - this describes the information that Councillors would need to know or understand to carry out the role.
- **Role Skills** - this refers to the set of skills associated with the role description.
- **The Effective Member Is Able to** - gives examples of how a member might demonstrate effective performance.
- **Possible Method of Acquisition** - suggests how the new skills or knowledge might be developed, ranging from guided reading, through training, to receiving coaching or mentoring.
- **Time Scale** - indicates the level of urgency for development, such as on induction, within the first year, or when the individual member expresses a need.

If you feel that you would like some help in filling in this form, please contact personnel, Corporate Training or the Scrutiny Unit

A Development Framework for Councillors

Role Description	Knowledge Required	Role Skills	The Effective Candidate Is Able To	Possible Method of Acquisition	Time Scale
A. As A Candidate					
1. Be Prepared To Take On The Role	<ul style="list-style-type: none"> Understanding of what a Councillor does Understanding of the ethical framework within which Councillors are required to work including the Standards of Conduct Understanding of the commitment required 	<ul style="list-style-type: none"> Information gathering Networking 	<ul style="list-style-type: none"> Seek out people who are able to help Read and apply background information about the role including Standards of Conduct Describe the responsibilities of the Councillor 	<ul style="list-style-type: none"> Talk to existing Councillors LGMB/IDeA Councillors guidance Job description and person specification Guidance on the Ethical Framework introduced under Part 3 of the Local Government Act Visit to the National Assembly to see committee in session and the information centre 	On selection
2. Be Ready To Work Within Local Government	<ul style="list-style-type: none"> Understanding of how local government works Knowledge of local responsibilities of the Council Understanding of national agendas for local government 	<ul style="list-style-type: none"> Information gathering Networking 	<ul style="list-style-type: none"> Know who to talk to within authorities Build relationships with Council officers Describe the national imperatives for local government 	<ul style="list-style-type: none"> CD rom explaining the work of local government Liaison with existing Councillors LGA information and website 	On selection
3. Be Ready To Operate Within A Political Environment	<ul style="list-style-type: none"> Understand local, national and party politics Understand the party manifesto 	<ul style="list-style-type: none"> Information gathering Networking 	<ul style="list-style-type: none"> Describe and apply the national party manifesto Describe local political priorities Display political awareness 	<ul style="list-style-type: none"> Local Party Membership Party information 	On selection
4. Be Ready To Represent The Community	<ul style="list-style-type: none"> Understand the issues concerning the local community Awareness of the diverse nature of the local community 	<ul style="list-style-type: none"> Information gathering Engaging with groups and individuals 	<ul style="list-style-type: none"> Show a genuine interest in and concern for the community and all its individuals equally, effectively balancing priorities 	<ul style="list-style-type: none"> Talking with community groups and individuals Visit schools and leisure centres 	On selection
5. Self Promotion	<ul style="list-style-type: none"> Knowledge of promotional 	<ul style="list-style-type: none"> Communication Assertiveness 	<ul style="list-style-type: none"> Describe the party manifesto 	<ul style="list-style-type: none"> Personal skills training in assertiveness/communication/ 	On selection

	opportunities and venues	<ul style="list-style-type: none"> • Persuasion • Negotiation • Public Speaking 	<ul style="list-style-type: none"> • Promote a personal position • Act and speak confidently to a variety of audiences 	persuasion	
Role Description	Knowledge Required	Role Skills	The Effective Candidate Is Able To	Possible Method of Acquisition	Time Scale
B. As A New Member					
1. Getting Started	<ul style="list-style-type: none"> • Understanding of the key activities undertaken by Councillors • Understanding of the work of the Council • Knowledge of the priority areas for service delivery • Knowing where to find information • Knowledge of individual role • Knowledge of the constitution • Understanding of ethical standards • Understanding of core processes such as business and financial planning 	<ul style="list-style-type: none"> • Information gathering • Networking • Communication 	<ul style="list-style-type: none"> • Describe his/her role • Describe the role of the Council • Describe the strategic and policy priorities for the authority • Approach the appropriate contacts for information 	<ul style="list-style-type: none"> • Officer briefing • LGMB/IDeA guidance • Councillors guide, with authority inserts • Presentations by Chief Executives and Service Directors • Tour of the area and Council buildings • Role play/games • Introduction to information sources, members library etc. • Allocation of Councillor 'buddy' 	<p>First briefing day of induction</p> <p>First week of induction</p>
2. Participating At A Meeting	<ul style="list-style-type: none"> • Knowledge of meeting timetable and locations • Protocol • Standing orders • Codes of conduct/standards • Meeting conventions 	<ul style="list-style-type: none"> • Team working • Meeting skills 	<ul style="list-style-type: none"> • Participate fully • Act assertively but not aggressively • Speak effectively in public • Express themselves effectively • Actively listen 	<ul style="list-style-type: none"> • Meeting simulation • Officer briefing on protocols/standing orders/codes of conduct and individual meeting roles • Meeting skills seminar • Personal skills development workshop 	<ul style="list-style-type: none"> • 'Freshers day' during first week of induction - an opportunity for new members to take part in simulations together and without existing members • First 6 months • First 6 months

3. Establishing Community Links	<ul style="list-style-type: none"> • Knowledge of ward and authority • Knowledge of community groups and organisations • Understanding of community issues • Understanding of community sector • Knowledge of ethical standards 	<ul style="list-style-type: none"> • Research • Effective communication • Networking 	<ul style="list-style-type: none"> • Demonstrate an understanding of the geographical area and the issues affecting it • Demonstrate a commitment to equality through seeking to represent all groups equally and impartially • Give a positive representation of the Council, its people and its services • Elicit views of others 	<ul style="list-style-type: none"> • Tour of authority • Equalities training to permeate all training and development activities undertaken • Equalities awareness raising workshop • Visits to local groups 	<ul style="list-style-type: none"> • First week of induction • On going • First 6 months
4. Relating To Officers	<ul style="list-style-type: none"> • Knowledge of officer responsibilities and contact points • Knowledge of protocols for working with officers 	<ul style="list-style-type: none"> • Communication • Assertiveness • Influencing skills • Diplomacy • Interpersonal skills 	<ul style="list-style-type: none"> • Build relationships • Develop trust • Adopt an appropriate personal style • Show respect for all officers equally 	<ul style="list-style-type: none"> • Briefing notes • Guidance on protocols • Council contact directory in Councillors guide • Work shadowing • Facilitated member-officer forum 	<ul style="list-style-type: none"> • Protocols on induction • Throughout term, but more intensively within first year
5. Working To Ethical Standards	<p>Understanding of local Code of Conduct and the standards of conduct within the ethical framework. As set out in the Statutory Instruments under Part 3 of the Local Government Act 2000</p>	<ul style="list-style-type: none"> • Handling information • Questioning • Applying knowledge learned to appropriate situations 	<p>Display and role model a commitment to the 10 general principles underpinning all codes of conduct namely:</p> <ul style="list-style-type: none"> • Selflessness • Honesty • Integrity • Upholding the law • Stewardship • Objectivity • Equality and respect for others • Openness • Accountability • Leadership 	<ul style="list-style-type: none"> • Officer briefings • Member handbook • Code of Conduct • Development activities specifically around ethics and standards 	<ul style="list-style-type: none"> • First week of induction

Role Description	Knowledge Required	Role Skills	The Effective Candidate Is Able To	Possible Method of Acquisition	Time Scale
C. All Members					
1. Juggling Your Life	Knowledge of key personal activities and responsibilities	<ul style="list-style-type: none"> • Time management • Prioritisation • Delegation • Stress awareness/management • Assertiveness 	<ul style="list-style-type: none"> • Balance work and home roles, being aware of support packages for childcare etc. • Recognise and manage his/her own stress • Take problems seriously but not personally 	<ul style="list-style-type: none"> • Talk to existing members • Receive coaching/mentoring from other members/officers if appropriate • Take part in courses e.g. stress awareness, time management • Have access to a counselling service 	As required and ongoing
2. Managing Information	Knowledge of sources of information and methods of organising it	<ul style="list-style-type: none"> • Researching • Storing and retrieving information • Project management 	<ul style="list-style-type: none"> • Use a range of sources to find the information they need and organise it so that they can find it again 	<ul style="list-style-type: none"> • Officers to provide information and advice • Advice and information from the library service • Mentoring from other members 	As required
3. Handling Data	<ul style="list-style-type: none"> • Understanding the processes behind data presented such as budget cycle, performance indicators etc. • Understanding how data is presented for example financial or performance related statistics 	<ul style="list-style-type: none"> • Literacy • Numeracy • Speed reading • Data interpretation 	<ul style="list-style-type: none"> • Retain and recall facts • Interpret complex data 	<ul style="list-style-type: none"> • Officer briefings • Courses on speed reading, data handling and mind mapping • Officer briefings and methods of presenting information • Basic Skills Agency courses 	<ul style="list-style-type: none"> • Processes on induction • Briefings on induction • Courses as required
4. Using ICT	<ul style="list-style-type: none"> • Awareness of systems and what a computer can do 	<ul style="list-style-type: none"> • Basic word processing • E-mail • Use of the internet 	<ul style="list-style-type: none"> • Enthusiastically embrace new technology • Use ICT to communicate with Council and community • Use ICT to find and interpret information e.g. Internet and 	<ul style="list-style-type: none"> • Courses from the ICT department on basic computer literacy • European Computer Driving Licence 	<ul style="list-style-type: none"> • As required • Aim for IT literacy within 1st 6 months

			Intranet		
5. Expressing Yourself	<ul style="list-style-type: none"> • Knowledge of corporate style of letter/report writing • Understanding of corporate guidance for interacting with the media • Understanding of different needs of different audiences 	<ul style="list-style-type: none"> • Effective self expression • Basic media skills • Presentation skills 	<ul style="list-style-type: none"> • Display self confidence without appearing arrogant • Express him/herself articulately • Accept and give feedback • Actively listen 	<ul style="list-style-type: none"> • Coaching and mentoring from other members • Courses e.g. presentation skills • Media skills • Externally facilitated observation and feedback 	<p>Knowledge of corporate style at induction</p> <p>Personal style - ongoing as required</p>
6. Working With Others	<ul style="list-style-type: none"> • Knowledge of who to work with • Understanding of equalities and diversity issues including responsibilities under legislation • Understanding of the roles of officers, members and different agencies 	<ul style="list-style-type: none"> • Listening • Team working • Interpersonal skills 	<ul style="list-style-type: none"> • Have respect for, and desire to work with groups and individuals • Put the needs of the team before their own 	<ul style="list-style-type: none"> • Officer briefings on partners and basic equalities awareness • Equality training workshops • Member handbook 	<p>Briefings in first induction week</p> <p>Workshops within first year</p>
7. Acting As An Employer	<ul style="list-style-type: none"> • Understanding of the role of the member as an employer and personal responsibilities in relation to employees 	<ul style="list-style-type: none"> • Ability to take part in disciplinary process • Ability to interact with staff according to equalities legislation and employment law 	<ul style="list-style-type: none"> • Treat all colleagues with respect 	<ul style="list-style-type: none"> • Officer briefing • Member handbook 	<ul style="list-style-type: none"> • An induction
8. Working Within Health & Safety Regulation	<ul style="list-style-type: none"> • Understanding of responsibilities for health and safety as an employer and an individual 	<ul style="list-style-type: none"> • Ability to assess health and safety risk • Manual handling 	<ul style="list-style-type: none"> • Take relevant health and safety legislation into account when undertaking all aspects of work 	<ul style="list-style-type: none"> • Officer briefing • Member handbook 	<ul style="list-style-type: none"> • At induction

Role Description	Knowledge Required	Role Skills	The Effective Candidate Is Able To	Possible Method of Acquisition	Time Scale
D. As A Ward Representative					
1. Holding Surgeries	<ul style="list-style-type: none"> • Knowledge of contacts for referral • Contacts for publicity • General awareness of Council policy on common issues - planning etc. • Understanding of how standards/codes of conduct applies in this setting • Understanding of authority complaints procedure • Awareness of the guidance information needed on hand in this setting • Understanding of accessibility issues 	<ul style="list-style-type: none"> • Knowledge management • Information gathering • Communication assertiveness • Conflict management 	<ul style="list-style-type: none"> • Identify and use appropriate sources of information • Adapt personal style to develop relationships • Inform service users and advise of Council policy and procedure • Make themselves available to all sections of the community 	<ul style="list-style-type: none"> • Briefing notes/Councillor handbook with contact details and Council policies • Workshops as relevant to develop skills elements 	<ul style="list-style-type: none"> • Briefing notes/handbook at induction • When identified by Councillors
2. Casework	<ul style="list-style-type: none"> • Understanding circumstances of particular case • Understanding of case management techniques • Understanding of extent of personal involvement 	<ul style="list-style-type: none"> • Information gathering/handling/giving • Interpersonal skills • Advocacy 	<ul style="list-style-type: none"> • Put aside personal viewpoint and take objective stance • Make effective judgements about when to get personally involved, when to advise and when to refer and who to refer to 	<ul style="list-style-type: none"> • Shadowing experienced member/officer • Facilitated case study activities 	<ul style="list-style-type: none"> • Basics on induction • On going within first year
3. Representing The Community Within The Council And Other Agencies	<ul style="list-style-type: none"> • Code of conduct • Standards/ethics 	<ul style="list-style-type: none"> • Presentation skills • Negotiation skills • Advocacy 	<ul style="list-style-type: none"> • Demonstrate integrity and impartiality 	<ul style="list-style-type: none"> • Officer briefing on code of conduct backed up by briefing notes/Councillor handbook • Courses on presentation skills, negotiation skills 	Briefing notes/handbook at induction

4. Campaigning On Local Issues	<ul style="list-style-type: none"> • Knowledge relevant to issue • Knowledge of where and how to campaign 	<ul style="list-style-type: none"> • Consultation • Meeting • Organisation • Negotiation • Media skills • Analysis of data trends • Campaigning techniques 	<ul style="list-style-type: none"> • Present relevant and well reasoned arguments • Approach negotiations to achieve win-win • Involve all who will be affected by issue • Show strategic awareness - seeing the big picture • Hold an explicit and consistent position helping others to understand the position 	<ul style="list-style-type: none"> • Media skills training • Guidance from existing members • Guidance from officers involved in marketing 	Ongoing and as appropriate
5. Winning Resources For The Ward	<ul style="list-style-type: none"> • Knowledge of funding sources • Understanding of local government finance • Knowledge of Assembly priorities 	<ul style="list-style-type: none"> • Networking • Negotiation 	<ul style="list-style-type: none"> • Display determination and tenacity • Be imaginative in identifying sources of funding • Submit evidence based bids 	<ul style="list-style-type: none"> • LGA/YHA • Officer briefings • Negotiation skills workshop 	Within first year
Role Description	Knowledge Required	Role Skills	The Effective Candidate Is Able To	Possible Method of Acquisition	Time Scale
E. As A Party Representative					
1. Presenting Party Policy	<ul style="list-style-type: none"> • Awareness of national and local party manifesto 	<ul style="list-style-type: none"> • Operating in a political environment • Public speaking/ presentation skills • Influencing skills 	<ul style="list-style-type: none"> • Operate within party political parameters • Understand and respect party discipline and process 	<ul style="list-style-type: none"> • Attendance at group and other relevant party meetings • Presentation skills/public speaking training 	At first group meeting and ongoing
2. Working As A Party Group Member	<ul style="list-style-type: none"> • Knowledge of party rules and constituency party structure • Knowledge of local party contacts 	<ul style="list-style-type: none"> • Team working • Networking 	<ul style="list-style-type: none"> • Act according to party rules • Share learning and information with 	<ul style="list-style-type: none"> • Briefing by Group Leader • Attendance at group and other relevant party meetings • Workshops to develop teamworking skills 	<ul style="list-style-type: none"> • At first group meeting and ongoing • When identified

			other group members		
Role Description	Knowledge Required	Role Skills	The Effective Candidate Is Able To	Possible Method of Acquisition	Time Scale
F. As A Decision Maker					
1. Making Decisions	<ul style="list-style-type: none"> • understanding of corporate responsibilities e.g. corporate parenting, planning, licensing etc. • Understanding of strategic and service context • Knowledge of preset procedures for decision making 	<ul style="list-style-type: none"> • Information gathering and handling • Decision making 	<ul style="list-style-type: none"> • Act with integrity • Refer decisions to others or take advice when appropriate • Involve the 'right' people in the process and encourage ownership • Understand the implications for the whole system 	<ul style="list-style-type: none"> • Corporate Parenting Workshop • Planning Workshop • Licensing Workshop • Officer briefing and other reading/research • Workshop/resource pack on problem solving and decision making 	<ul style="list-style-type: none"> • Overview at induction • More detailed briefing/workshop on corporate responsibilities within first year • Information handling and gathering within first year
2. Sitting On Council	<ul style="list-style-type: none"> • Knowledge of meeting structure • Understanding of code of conduct 	<ul style="list-style-type: none"> • Information handling • Presentation skills 	<ul style="list-style-type: none"> • Hear and understand messages from colleagues • Take opportunities to participate appropriately, clearly and concisely • Act according to ethical standards and code of conduct 	<ul style="list-style-type: none"> • Briefing by officers and Leader • 'Simulated meeting' • Comments made by external experienced observers • Councilor 'mentor/buddy' 	<ul style="list-style-type: none"> • At induction • In first year • Ongoing as required
3. Selection Panel For Appointments	<ul style="list-style-type: none"> • Legislation and guidance on selection 	<ul style="list-style-type: none"> • Interviewing skills 	<ul style="list-style-type: none"> • Undertake thorough preparation • Engage with the process • Show a positive and equal attitude towards candidates • Shows integrity and fairness in decision making • Present an evidence based case to follow panel members 	<ul style="list-style-type: none"> • Course/workshop on recruitment and selection/interviewing skills • Officer briefing on legislation, policies and procedures regarding selection 	<ul style="list-style-type: none"> • On appointment to selection panel
4. Working With Outside Bodies As A Representative Of The	<ul style="list-style-type: none"> • Understanding of key objectives of both Council and 	<ul style="list-style-type: none"> • Meeting skills • Public speaking • Meeting 	<ul style="list-style-type: none"> • Take account of different organisational 	<ul style="list-style-type: none"> • Briefings and briefing notes provided by the local organisation 	<ul style="list-style-type: none"> • On appointment to board

Council	<ul style="list-style-type: none"> organisations Understand the Council's community leadership role Understanding of personal remit and powers 	management	priorities and cultural styles and values	<ul style="list-style-type: none"> Reading and research - local media, local archives Regular attendance at meetings Skills development can be via relevant workshops Undertaking peer support work 	
Role Description	Knowledge Required	Role Skills	The Effective Candidate Is Able To	Possible Method of Acquisition	Time Scale
G. Policy and Strategy					
1. Advising Groups On Council Policy	<ul style="list-style-type: none"> Knowledge of Council policy generally and in specific areas as required 	<ul style="list-style-type: none"> Active listening and observation Communication Data handling 	<ul style="list-style-type: none"> Maintain a broad interest and overview of Council functions Provide advice that is consistent with Council policy 	<ul style="list-style-type: none"> Councillor handbook Briefings/discussions with officers 	<ul style="list-style-type: none"> Handbook and initial briefings on induction As required (ongoing availability)
2. Reviewing And Developing Policy	<ul style="list-style-type: none"> Understanding of existing policy Knowledge of best practice elsewhere Understanding of the external policy environment 	<ul style="list-style-type: none"> Meeting skills Management and participation Negotiation Persuasion 	<ul style="list-style-type: none"> Challenge inappropriate policies and working practices Suggest alternatives and support with evidence 	<ul style="list-style-type: none"> Officer and 'expert' briefings Information from relevant institutes and other organisations Undertaking Peer Support work 	As required at outset of review
Role Description	Knowledge Required	Role Skills	The Effective Candidate Is Able To	Possible Method of Acquisition	Time Scale
H. Community Network					
1. Community Leadership and Partnerships	<ul style="list-style-type: none"> Knowledge of role and content of community strategy e.g. communities first health and well being initiative 	<ul style="list-style-type: none"> Communication Meeting management Ability to engage with all groups including the traditionally excluded such as young people and minority ethnic 	<ul style="list-style-type: none"> Actively manage contacts Lead by example Support all sectors of the community to help and develop themselves 	<ul style="list-style-type: none"> Briefing/note on community strategy Attendance at regional/cross sectoral workshops Briefings/seminars on roles and responsibilities of partnerships 	Overview within induction as available

		<ul style="list-style-type: none"> groups Influencing Persuading 			
2. Liaison With Voluntary Groups	<ul style="list-style-type: none"> Understanding of the culture and workings of the voluntary sector Knowledge of voluntary groups relevant to ward issues/Council priorities/special interest 	<ul style="list-style-type: none"> Communication Meetings Networking 	<ul style="list-style-type: none"> Demonstrate interest Actively manage contacts with support and understanding 	<ul style="list-style-type: none"> Voluntary group and 'expert' briefings Information from relevant national institutes and other organisations Attendance at meetings 	Within first six months/year
3. Liaison With Town and Parish Councils	<ul style="list-style-type: none"> Understanding of roles and responsibilities of town and parish councils 	<ul style="list-style-type: none"> Communication Meetings Networking 	<ul style="list-style-type: none"> As above 	<ul style="list-style-type: none"> Briefings from members of town and parish councils Attendance at meetings 	Within first six months/year
4. As A Member Of An Area Forum/Committee	<ul style="list-style-type: none"> Understand the role and responsibility of Area Forums/ Committees including any delegated responsibilities 	<ul style="list-style-type: none"> Communication Meetings Networking 	<ul style="list-style-type: none"> Actively listen to the community Effectively explain the policies of the Council 		

Specific Roles

Role Description	Knowledge Required	Role Skills	The Effective Candidate Is Able To	Possible Method of Acquisition	Time Scale
I. Full Council Role					
1. Participating In Council Meetings	<ul style="list-style-type: none"> Code of Conduct Ethical standards Rules of debate 	<ul style="list-style-type: none"> Information handling Public speaking Listening Grasping opportunities 	<ul style="list-style-type: none"> Prepare fully for debate Hear and understand messages from colleagues Contribute appropriately, clearly and concisely according to meeting protocol, code of conduct and ethical standards 	<ul style="list-style-type: none"> Briefing by officers and Leader Simulated meetings Observation and feedback from external experienced facilitators Councillor mentor/buddy 	<p>At induction</p> <p>During first year</p>

Role Description	Knowledge Required	Role Skills	The Effective Candidate Is Able To	Possible Method of Acquisition	Time Scale
J. Scrutiny Member					
1. Holding The Executive To Account	<ul style="list-style-type: none"> • Full understanding of scrutiny remit and roles • Understanding of Executive function and work plan • Understanding of protocols to 'call in' decisions 	<ul style="list-style-type: none"> • Information management • Performance review • Assertiveness 	<ul style="list-style-type: none"> • Challenge decisions made when appropriate • Ensure objectively and fairness and avoid party political bias • Function as team member 	<ul style="list-style-type: none"> • Briefings by officers closely involved in the scrutiny function • Scrutiny team development workshops with external facilitator 	<p>On appointment to scrutiny</p> <p>Within first six months</p>
2. Reviewing And Developing Policy	<ul style="list-style-type: none"> • Knowledge of existing policy • Understanding of best practice • Understanding of wider and national policy context 	<ul style="list-style-type: none"> • Meetings management/ participation 	<ul style="list-style-type: none"> • To challenge policies and working practices • Develop locally viable policy solutions • Help external stakeholders to develop their role 	<ul style="list-style-type: none"> • Officer and 'expert briefings • Information from relevant organisations 	As required at outset of review
3. Scrutiny In A Particular Area/Theme	<ul style="list-style-type: none"> • Understanding of area of responsibility • Understanding of the issues under review whether internal or external 	<ul style="list-style-type: none"> • Questioning • Interpersonal skills • Non-verbal communication • Interpreting facts and data 	<ul style="list-style-type: none"> • To challenge policies and practices on a sound basis of evidence • Be open to the views of 'witnesses' 	<ul style="list-style-type: none"> • Officer and 'expert' briefings • Information from relevant organisations 	As required
4. Performance Management And Improvement	<ul style="list-style-type: none"> • Understanding of performance management • Risk management • Understanding of the Council's own priorities and imperatives 	<ul style="list-style-type: none"> • Ability to handle complex facts and figures • Project management • Questioning • Monitoring and challenging 	<ul style="list-style-type: none"> • See the big picture • Use a range of information to evaluate performance • Focus on outcomes and impact • Promote change and new ways of working • Communicate performance priorities and results to communities and stakeholders 	<ul style="list-style-type: none"> • Officer briefings • Seminar/workshop on performance management/risk management 	<ul style="list-style-type: none"> • As required by review timetable • Ongoing programme of briefings and discussions to culminate in development of performance and improvement plans

Role Description	Knowledge Required	Role Skills	The Effective Candidate Is Able To	Possible Method of Acquisition	Time Scale
K. As A Chair					
1. Provide Leadership And Direction	<ul style="list-style-type: none"> An in depth understanding of the role of the committee In depth understanding of own role as Chair Understand role of member support officers 	<ul style="list-style-type: none"> Leadership People management Team building 	Provide confident management of the member team	<ul style="list-style-type: none"> Leadership Academy Coaching and mentoring Support group with other Chairs Chairing skills seminar 	As required
2. Oversee Work Programme	<ul style="list-style-type: none"> Understand Council priorities Understand work planning procedure Understand role of other committees 	<ul style="list-style-type: none"> Project management Planning 	<ul style="list-style-type: none"> Encourage proactivity and independent thought tempered with collaboration with officers and other committees Manage projects to support prioritisation and review 	<ul style="list-style-type: none"> Liaison with officers to define work programme Project management workshop 	<ul style="list-style-type: none"> Within planning cycle When need identified
3. Provide Effective Meeting Management	<ul style="list-style-type: none"> Understand meeting protocols In depth knowledge of code of conduct 	<ul style="list-style-type: none"> Meeting skills Facilitation Public speaking Mediation Personal skills Non-verbal communication Questioning Listening 	<ul style="list-style-type: none"> Ensure that meetings progress effectively Ensure that the necessary preparation is done beforehand Ensure that all participants are able to make an appropriate contribution Ensure that meetings are focussed and time is not wasted 	<ul style="list-style-type: none"> Meeting skills seminar Observation, feedback/coaching by external facilitator 	As required
4. Ensure That Adequate Resources Are Provided	<ul style="list-style-type: none"> Understand the resource requirements of the committee 	<ul style="list-style-type: none"> Prioritisation Negotiation Lobbying 	<ul style="list-style-type: none"> Liaise with officers to ensure time, staff, development and funding is available for the committee 	<ul style="list-style-type: none"> Budget updates from officers 	Linked to budget round
5. Ensure Development And Contribution Of All	<ul style="list-style-type: none"> Understands the potential role of each 	Facilitation	<ul style="list-style-type: none"> Encourage high performance from all 	<ul style="list-style-type: none"> Team roles identification activity 	

Members	<ul style="list-style-type: none"> team member Understands the preferred team role style of each member 		<ul style="list-style-type: none"> team members and witnesses where appropriate by encouraging appropriate participation and offering feedback as required 		
Role Description	Knowledge Required	Role Skills	The Effective Candidate Is Able To	Possible Method of Acquisition	Time Scale
L. As A Member Of A Statutory Committee					
1. Planning And Development Control	<ul style="list-style-type: none"> Knowledge of planning and development control law and regulations Knowledge of local and national planning policy Basic understanding of case law Understanding of community plan 	<ul style="list-style-type: none"> Decision making Persuasion Articulating local views 	<ul style="list-style-type: none"> Uses a range of legal and other information to make decisions 	<ul style="list-style-type: none"> Planning - introduction Advanced workshop 	<ul style="list-style-type: none"> On appointment to team When the team identifies a need
2. Licensing	<ul style="list-style-type: none"> Licensing regulations Knowledge of local and national licensing policy Basic understanding of case law Knowledge and understanding of community plans and crime and disorder strategies 	Decision making	<ul style="list-style-type: none"> Uses a range of information to make decisions Understands the cumulative impact of new applications for licensed premises 	<ul style="list-style-type: none"> Licensing - introduction Advanced workshop 	<ul style="list-style-type: none"> On appointment to team When team specifies a need
3. Standards	<ul style="list-style-type: none"> Thorough knowledge and understanding of the statutory code of conduct in relation to the Council and community councils <p>Finance</p> <ul style="list-style-type: none"> Basic understanding of the law 	<ul style="list-style-type: none"> Adjudication Working with officers Advising others Monitoring and review 	<ul style="list-style-type: none"> Uses a range of information to make decisions Is prepared to monitor and challenge fellow members in considering breaches of the code of conduct 	<ul style="list-style-type: none"> Standards - introduction Advanced workshop 	<ul style="list-style-type: none"> On appointment to team When team specifies need

			<ul style="list-style-type: none"> Is able to work effectively with the monitoring officer 		
4. Audit Committee	<ul style="list-style-type: none"> Knowledge of code of conduct Understanding of audit process 	<ul style="list-style-type: none"> Challenging Monitoring 	<ul style="list-style-type: none"> Effectively co-ordinates internal and external audit activity and monitors the implementation of recommendations 	<ul style="list-style-type: none"> Audit - introduction Advanced workshop 	<ul style="list-style-type: none"> On appointment When team specifies need
Role Description	Knowledge Required	Role Skills	The Effective Candidate Is Able To	Possible Method of Acquisition	Time Scale
M. Executive Member					
1. Role Of Executive Member	<ul style="list-style-type: none"> Understanding of role as an individual and that of executive team Understanding on non executive team roles Understanding of Council strategy/policies and operations Understanding of how role fits with that of the corporate team 	<ul style="list-style-type: none"> Leadership skills Generic management Communication Ability to function within officer and member top teams Ability to function strategically 	<ul style="list-style-type: none"> Lead by example Motivate others towards an agreed goal Accept responsibility willingly Act decisively in appropriate situations Accept and embrace change Avoid getting bogged down in minor or operational issues Think creatively and 'outside the box' Exercise strategic awareness and judgement Recognise and respect the contribution made by non-executive teams 	<ul style="list-style-type: none"> Within Executive meetings Support from Leader Leadership Academy Coaching and mentoring Executive team development externally facilitated workshop jointly with others 	<ul style="list-style-type: none"> On appointment to Executive Ongoing First year
2. Decision Making	<ul style="list-style-type: none"> Knowledge relevant to issue 	<ul style="list-style-type: none"> Decision making skills Advanced information handling skills 	<ul style="list-style-type: none"> Identify and access a range of information and evidence on which to base decisions Distinguish between major and minor 	Mentoring and support from Leader and senior officers	On appointment to Executive and as required

			<ul style="list-style-type: none"> issues • Think creatively • Act with integrity • Refer decisions to others or take advice when appropriate • Involve the 'right' people in the process and encourage ownership • Understand the implications for the whole system 		
3. Communicating Decisions	<ul style="list-style-type: none"> • Knowledge relevant to issue 	<ul style="list-style-type: none"> • Communication in a variety of formats • Media skills 	<ul style="list-style-type: none"> • Maintains two way contact with all stakeholders 	Officer briefings and reading on issues	As required
4. Portfolio Responsibilities	<ul style="list-style-type: none"> • Understanding of the national policy framework • Knowledge of local policy • Knowledge of the law • Understanding of resource issues • Knowledge of local priorities 	<ul style="list-style-type: none"> • Collaboration • Research 	<ul style="list-style-type: none"> • Communicates effectively and frequently with appropriate officers, other committees and portfolio members and service users as appropriate 	<ul style="list-style-type: none"> • Officer briefings • Reading/resource packs • Meetings with stakeholders • Policy area briefings from ALA 	Intense induction to portfolio on appointment
Role Description	Knowledge Required	Role Skills	The Effective Candidate Is Able To	Possible Method of Acquisition	Time Scale
N. Leaders					
1. Emotional Intelligence	<ul style="list-style-type: none"> • Self awareness • Social awareness 	<ul style="list-style-type: none"> • Self management 	<ul style="list-style-type: none"> • Recognise own strengths and limitations and recognise how own feelings and values affect performance • Display self control, transparency adaptability • Display organisational awareness and service ethos 	<ul style="list-style-type: none"> • The Leadership Academy • Personal skills development sessions • Receiving high level coaching/mentoring • Access to counselling 	As required

2. Leadership	<ul style="list-style-type: none"> • In depth knowledge of the business of local government • Understanding of the roles and responsibility of a Leader 	<ul style="list-style-type: none"> • Leadership skills • Coaching skills • Relationship management 	<ul style="list-style-type: none"> • Lead, inspire, influence, develop and motivate others • Lead by example • Project a positive image • Build coalitions internally and externally • Be brave enough to take risks • Manage conflict • Promote and subscribe to organisational values 	<ul style="list-style-type: none"> • Leadership Academy • Development of networks • Support/mentoring from other Council Leaders 	As required
3. Develop Relationships And Engage With The Public And The Community	<ul style="list-style-type: none"> • Knowledge of key issues relevant to the local community • Knowledge of working practices of LGA/YHA and relevant bodies/quangos 	<ul style="list-style-type: none"> • Leadership skills • Advanced communication • Advances presentation 	<ul style="list-style-type: none"> • Identify and nurture external contacts • Identify and make use of events for developing external networks • Make contact with traditionally hard to reach groups or those who feel excluded from established communication links 	Attendance at events <ul style="list-style-type: none"> • Visits to 'Beacon' or 'Excellent' Councils 	As required
4. Form A Vision For The Council And Community	<ul style="list-style-type: none"> • Knowledge of community strengths, areas of improvement and key issues 	<ul style="list-style-type: none"> • Strategic vision • Alliance building • Communication 	<ul style="list-style-type: none"> • Combine a clear and succinct vision with pragmatism • Recognise and celebrate success • Gain the support of others to achieve the vision • Demonstrate a commitment to equality and diversity 	<ul style="list-style-type: none"> • Leadership Academy • Development of networks • Support/mentoring from other Council Leaders 	As required
5. Political Leadership	<ul style="list-style-type: none"> • Understands the relationship between national and local politics • Understands political 	<ul style="list-style-type: none"> • Political vision • Strategic awareness 	<ul style="list-style-type: none"> • Demonstrate political judgement 	<ul style="list-style-type: none"> • Attendance at relevant events at a national level • Undertake Peer support 	As required

	leadership in the community				
6. Relationship With Chief Executive	<ul style="list-style-type: none"> Understanding of the roles and responsibilities of the Chief Executive as a manager and in his/her role of Head of Paid Service 	<ul style="list-style-type: none"> Networking Joint working on strategic objectives 	<ul style="list-style-type: none"> Establish and maintain positive relationship Communicate effectively and frequently Give appropriate feedback Operate with integrity Display openness and trust Call the Chief Executive to account with statutory parameters 	<ul style="list-style-type: none"> Participation in regular meetings and discussions with Chief Executive and other senior officers 	Ongoing and as appropriate
7. Relationship With Key Officers e.g. Monitoring Officer, Finance Officer	<ul style="list-style-type: none"> Understanding of the legally defined role that certain officers have and the protection afforded to them 		<ul style="list-style-type: none"> Refer to the Monitoring and Finance Officers for appropriate guidance 		As required
8. Challenge Status Quo	<ul style="list-style-type: none"> Awareness and understanding of current situation and wider policy context 	<ul style="list-style-type: none"> Analysis of current situation Creative thinking 	<ul style="list-style-type: none"> Take risks/innovate Challenge constructively and persuasively 	<ul style="list-style-type: none"> Reading of case studies and best practice Attendance at 'Beacon' open days 	Ongoing and as appropriate
9. Manage Reputation Of Council	<ul style="list-style-type: none"> Knowledge of current reputation and issues for the Council and local government generally Equality and diversity Cultural awareness Code of conduct Standards and ethics 	<ul style="list-style-type: none"> High level media, networking and interpersonal skills 	<ul style="list-style-type: none"> Work to ethical standards Be willing to be held to account under the legal framework Project a positive image of the Council to a range of audiences including the media 	<ul style="list-style-type: none"> Briefings and discussion with senior officers Attendance at 'Beacon' open days Advanced media skills courses 	Ongoing and as appropriate

Leadership Academy 7th and 8th December 2010 Local Enterprise Partnerships

The government's commitment to abolish the Regional Development Agencies and devolve responsibility for local economic development to local areas highlights the importance of the role of local authorities in engaging, developing and leading effective relationships with the business community and other key stakeholders in order to create the conditions for achieving economic growth.

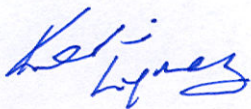
Local Enterprise Partnerships (LEPs) will play a central role in driving economic renewal and assisting in the rebalancing of the economy from the public towards the private sector.

Naturally, each sub-regional area that is forming a LEP will be starting at different levels – some areas will have had many years of strong sub-regional working, for others these partnerships will be newer. Having submitted outline proposals to central government, it is now time for all emerging LEPS to further consolidate their partnership arrangements and to start developing their business plans for delivery of the priorities that they have identified.

This new Leadership Academy module, spanning over 2 days, will give leading elected members the opportunity to discuss and learn from their peers in other areas, and to debate the ingredients in making LEPs a success.

This module will also use the development of Local Enterprise Partnerships to explore the diplomacy and ambassadorial role that will be required by senior local politicians to lead effective relationships in order to create the conditions for achieving economic growth.

The format of the programme will offer a range of presentations and discussion, views from the private sector as well as offer the chance to take part in simulation scenarios using real issues experienced by local authority leaders. This is one Leadership Academy that you cannot afford to miss.



Kevin Lynes,

Accredited elected member peer and Cabinet Member for Regeneration and Economic Development at Kent County Council.

Local Government Improvement and Development Local Enterprise Partnerships

Leadership Academy 7th and 8th December 2010, Warwick University

Programme objectives.

The commitment to abolish the Regional Development Agencies and devolve responsibility for local economic development to local areas highlights the importance of the role of local authorities in engaging, developing and leading effective relationships with the business community and other key stakeholders in order to create the conditions for achieving economic growth.

Within this agenda Local Enterprise Partnerships (LEPs) are central to local and national government's vision of providing strategic leadership to achieve economic renewal, rebalancing the economy towards the private sector.

This fully subsidised* module aims to offer further support to senior local politicians in developing the skills necessary to play a full part in the strategic direction of LEP's. Key elements of this leadership role include:

- Engaging and working constructively with the private sector
- Working with senior politicians from other councils, often from other political parties
- Understanding the localism policy and its implications
- Understanding functional or natural economic geography and its relation to local council boundaries
- Prioritising actions to benefit local communities

Earlier work on political leadership at different spatial levels identified two important facets of the skills that are necessary – diplomacy and an ambassadorial role. This module will explore what this means in practice.

Objectives:

- To explore and better understand the private sector's role in local enterprise partnerships
- To engage with and work in a complementary fashion with local politicians from neighbouring areas
- To understand localism and what it might mean in a LEP context
- To explore the concept of natural economic space and its LEP implications
- To develop the leadership skills necessary to work effectively in a private sector led board and/or learn how to influence the board from the outside.

To apply for your place and find out more please call Grace Collins, Local Government and Improvement Leadership Team on 020 7296 6563 or contact Grace by e-mail at grace.collins@local.gov.uk. Places are offered fully subsidised and therefore we may need to limit places to ensure optimal experience for participants.

* Although places are fully subsidized we reserve the right to charge for no-shows – this would be £500 for this programme.

Leadership and Management qualification for Councillors newly elected in 2010

Weekend residential course

Northern College, Wentworth Castle, Barnsley

Subsidised by Local Government Yorkshire and Humber

Module one: 1.30pm Friday 21st to 12.30pm Sunday 23rd January 2011

Module two: 1.30pm Friday 4th to 12.30pm Sunday 6th February 2011

*Northern College is happy to announce the **Level 3 Award in Leadership and Management** for Councillors, which is accredited by the Institute of Leadership and Management (ILM).*

About the Course

The course is aimed at councillors newly elected in 2010, from across the Yorkshire and Humber region and it gives you the opportunity to look at the following topics, with your peers:

- Decision-making
- Leadership styles
- Motivating and developing teams

Councillors often speak of the benefits of meeting councillors from other authorities and so, we have designed this development opportunity with that in mind. By offering the course as a residential, over two weekends, students will have the opportunity for networking and informal learning as well as the formal learning, which will take place on the course. The residential aspect will, hopefully, encourage councillors from all parts of the region to get involved. The learning will be assessed through a mix of activity relating to your role as a councillor - and reflective reviews.

About Northern College

Northern College is a residential college providing education opportunities for people aged 19 and over. The college has a history of working with local authorities and local communities. It is based at Wentworth Castle, near Barnsley. It is set in extensive grounds and is a site of outstanding historical, botanical and environmental interest. Students have access to the grounds whilst studying at college.



Picture from Wentworth Castle website



Ensuite bedroom in the castle



Home Farm Cottages



Award-winning library

About the students

There are no formal entry requirements but participants may find they need literacy skills equivalent to O level/GCSE standard in order to be able to meet the assessment demands. (ILM 'Level 3' is of an equivalent level of difficulty to an A level.) Northern College will provide you with an application form to complete.

All learners will have free 'studying membership' of ILM for one year. Designed to help candidates get the most from their course and advance their management career, 'studying membership' also gives access to a wide range of specialist support and development materials and services.

Students on the day course (which was a mixture of community representatives, councillors and officers) said:

"It helped clarify my thinking and showed what can be achieved in the future – how to put my thinking/methods down on paper."

"I think it has given me more confidence."

"Very challenging but I have learned a lot."

"Very positive. It covers what we probably do every day in our working life, but it has helped to organise and formalise the process thus making the processes more effective and me a more effective leader."

"I have just been interviewing and have asked questions relating to how the interviewee plans to motivate their team."

"I feel I will be a better motivator and more able to solve problems."

Fees and eligibility

Local Government Yorkshire and Humber will subsidise 50% of the course fees for 12 newly elected councillors from the Yorkshire and Humber region to attend the pilot residential course; places will be allocated on a first come, first served basis – one place per authority.

- Councillors must have been elected to the council for the first time in 2010.
- There will be some group work, which requires full attendance so, Councillors must be able to attend **ALL** days on **BOTH** weekends.
- Councillors must be willing to participate in the evaluation of the programme.

The cost to your authority will be £265 + £31.50 VAT (on the cost of the residential aspect of the course). The full cost of future courses in 2011 will be £530.

Please note that councils may only nominate ONE councillor per authority so, please ensure that nominations have the full support of the relevant people in your authority before making your nomination.

Nominations should be made no later than 30th November 2010.

Please send nominations to: Lesley.Whiting@lgyh.gov.uk

Leading Places

(Extract from the Local Government Association)



Lord Peter Smith
Chairman of Local
Government Leadership

A new focus on support for members within the Local Government Group's productivity programme will help councillors address the challenges ahead, writes Lord Peter Smith.

The public sector is facing financial reductions on a scale never seen before, and elected members will need to take tough decisions to meet local people's priorities and balance the books.

To help councils respond to this challenge, the Local Government Group has established a place-based productivity programme, which will help councils develop the benchmarking information needed to drive greater efficiency.

As the elected member lead for the democratic leadership workstream within this programme, I chair a working group bringing together members, chief executives and leadership training providers to identify what support members need in the current climate.

Member focus

This workstream focuses on member development and will enable us to access a range of training and shared learning to provide mutual support through these difficult times.

We are mapping existing leadership support to promote it more widely and have identified the following areas where we know elected members will need support in the future.

Promoting democratic accountability and transparency: we will need to be more transparent in our use of resources and engage residents in tough decisions, making full use of our local democratic mandate to get the best outcomes for local people from our own services and those of others.

Strengthening our financial skills and taking tough decisions: we know there is scope for improving value for money through technical productivity, such as sharing back-office costs and collaborating on procurement. Members have asked me to look at support for financial decision

making, to ensure we are equipped with the right information and are able to ask challenging questions of ourselves and officers.

Working with others: the coming years will see local government move from providing services to commissioning them and supporting local solutions which may be delivered by others. I know that this will challenge some of the principles that led many of us to become elected members in the first place.

Whatever happens, we will retain our leadership role in promoting local priorities and we will need ever stronger influencing and risk management skills to ensure partner organisations work with us to use our collective resources effectively. As ward members, we will need to advocate for our places and involve local people in the debate.

Effective scrutiny of place: as partnerships become more integrated across the public sector, there is no doubt we will need to sustain our focus on effective scrutiny arrangements, ensuring members are able to keep a careful eye on new arrangements based around place - as well as in our new and expanding areas of responsibility, such as public health and local economic partnerships.



Building personal, political and organisational resilience: we all have difficult decisions to make which will be testing for us as individuals and within our political groups. We will need to support each other during these times of change and continue to ensure that local residents are at the centre of all that we do.

The place based productivity programme should enable us to learn from, and be supported by, colleagues who are going through the same difficult set of challenges. Councils will emerge in a year or so operating very differently than they currently do. However they must remain driven by elected members on behalf of local communities - and all members must therefore equip themselves for the challenge of this transformation.