

local leadership

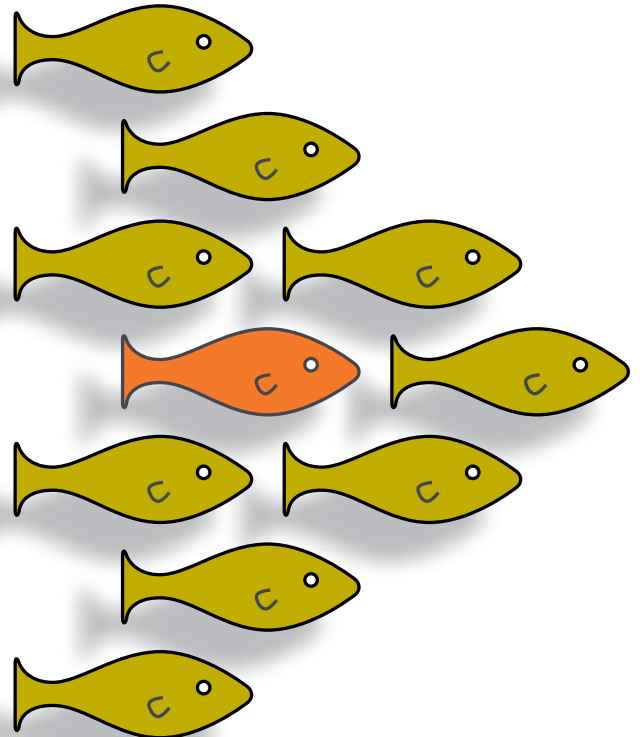
locally provided councillor development from the IDeA

We know that councillors like to learn in different ways: some favour learning in groups so that they can discuss ideas with colleagues, others prefer to learn individually at their own pace, or by reflecting on issues with more experienced practitioners.

The IDeA provides a range of materials and services that you can use to design and deliver your member development programmes. These are flexible enough to sit within an existing programme or form a complete programme in themselves.

Our improvement managers can also work with councils, or groups of councils, to develop and deliver a tailored programme to meet your specific needs. We can support specific elements of a programme or provide the complete service including evaluation.

For further information on how we can support councillor development within your council visit the IDeA website www.idea.gov.uk or talk to your IDeA Regional Associate.



political skills framework: a councillor's toolkit

This revised, easy-to-access political skills framework defines the skills that councillors need today. Councillors, and others supporting member development, can use it to identify development needs. It includes:

- examples of how councils have used the framework to manage development to meet unique local needs
- personal learning reviews, based on the framework skills sets, that councillors can use to identify their own strengths and areas for development.

The Political Skills Framework is available from the IDeA website and through the National Member Development Community of Practice. For more information email: local.leadership@idea.gov.uk

training needs analysis and personal development planning

Using the political skills framework, IDeA staff and accredited peers can analyse councillors' training needs and design a development programme specifically tailored for you. This can include personal development plans (PDPs) for all councillors or for specific groups (such as new councillors or cabinet members).

Or we can advise and support you to identify development needs and conduct personal development planning interviews yourself.

For further information on how we can help identify the development needs of your councillors e-mail: services@idea.gov.uk or speak to your IDeA Regional Associate

local leadership modules

The IDeA offers a range of half-day councillor development modules tailored to your needs. They not only help councillors understand the selected topic, but also encourage them to consider and discuss the implications for their role as local community leaders and to practice the required skills.

Modules include:

general

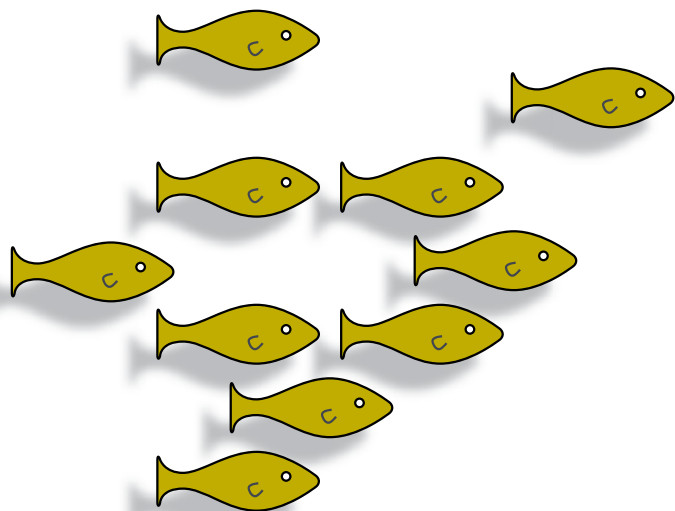
- community leadership
- introduction to planning
- member and officer relations
- effective ward councillor
- influencing skills
- neighbourhood and community engagement
- overview and scrutiny
 - finance
 - scrutiny skills
 - chairing skills

specific

- children's services
- adult social care
- highways and transport
- culture and sport
- strategic housing
- planning
- local area agreements

An experienced IDeA improvement adviser or manager and an accredited member peer will jointly facilitate the modules at your own venue. This combination ensures a practical focus. We can deliver individual modules as part of your own development programme or design and deliver the whole programme.

For further information on the local leadership modules email: local.leadership@idea.gov.uk or speak to your IDeA Regional Associate



councillor workbooks

A series of distance learning materials for the local councillor. Each workbook should take 2-3 hrs to work through, and can either be done in one block or over several sessions. They can be used by individual councillors for of their own personal development or as part of a structured development programme. The workbooks currently available are:

- influencing skills
- handling case work
- effective ward member
- chairing skills
- gypsy and traveller sites
- introduction to planning
- media and communications
- neighbourhood and community engagement
- performance management
- local area agreements
- scrutiny of finance
- scrutiny of external bodies
- ethical governance
- facilitation and conflict resolution
- member and officer relations
- culture and sport
- supporting constituents with complex issues
- working with town and parish councils

The workbooks can be downloaded free of charge as pdf files through the National Member Development Community of Practice. For more information email: local.leadership@idea.gov.uk or go to www.communities.idea.gov.uk

councillor mentoring

Mentoring is a well-established development technique that benefits individuals and groups. It is particularly useful in times of change such as when people are starting with an organisation or taking on new roles. Experienced and accredited councillors (the mentors) support individuals or groups (the mentees) to explore their needs, motivations, desires, skills and thought processes and, encourage them to address the challenges they face.

The IDeA offers four mentoring options:

- One-to-one mentoring – for councillors facing particular challenges and changes
- Political group mentoring – particularly useful when there is a change in the political control of a council, both for those gaining control and those moving into opposition
- Role mentoring – for small groups of councillors from one authority or a number of authorities who have similar responsibilities
- Induction mentoring – a buddy system of mentoring is for new and experienced councillors facing challenge in new and or existing roles.

ward/divisional visits

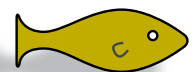
The visits reinforce the important role of councillors as community advocates, leaders and as place shapers and highlight how they can encourage greater involvement within their wards/divisions. This is real experience, on the ground, supported my member peers and aims to challenge and inspire councillors in leading and shaping their local communities.

For further information about ward/division visits and councillor mentoring email: local.leadership@idea.gov.uk or speak to your IDeA Regional Associate

evaluation

We collect and analyse feedback from participants in our councillor development activities to evaluate the success of our programmes and help us continually improve, and we will share this with you. If you require, we can also build in a more detailed follow-up evaluation to help update your needs analysis and contribute to your councillor development planning.

For further information on how we can help evaluate the effectiveness of councillor development programmes e-mail: services@idea.gov.uk or speak to your IDeA Regional Associate.



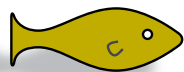
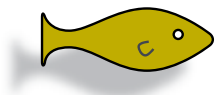
strategic leadership - in house development

The IDeA provides a range of services and individually designed consultancy to help councillors understand and work effectively in leadership team roles and to address strategic leadership issues.

Local authorities face huge demands and challenges in the future. Councillors along with senior managers and their LSP partners are responsible for meeting these demands and delivering on the council's and areas priorities. This requires strong leadership and effective working relationships.

Some of the teams we can work with, where councillor involvement and leadership is crucial, include:

- political leadership teams
- top team (managerial and political leadership)
- partnerships involving councillors such as LSPs (Local Strategic Partnerships), regional and sub regional partnerships.



We can work with you on a range of topics that touch on the day to day business issues that councillors face as well as topics that aim to improve relationships within teams, joint working and common leadership challenges. These can include:

business agenda

- vision, priorities and strategy
- budget preparation and settlement
- managing performance to deliver
- customers, neighbourhoods and communities
- effective partnership working
- managing change

development agenda

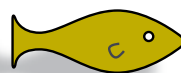
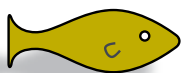
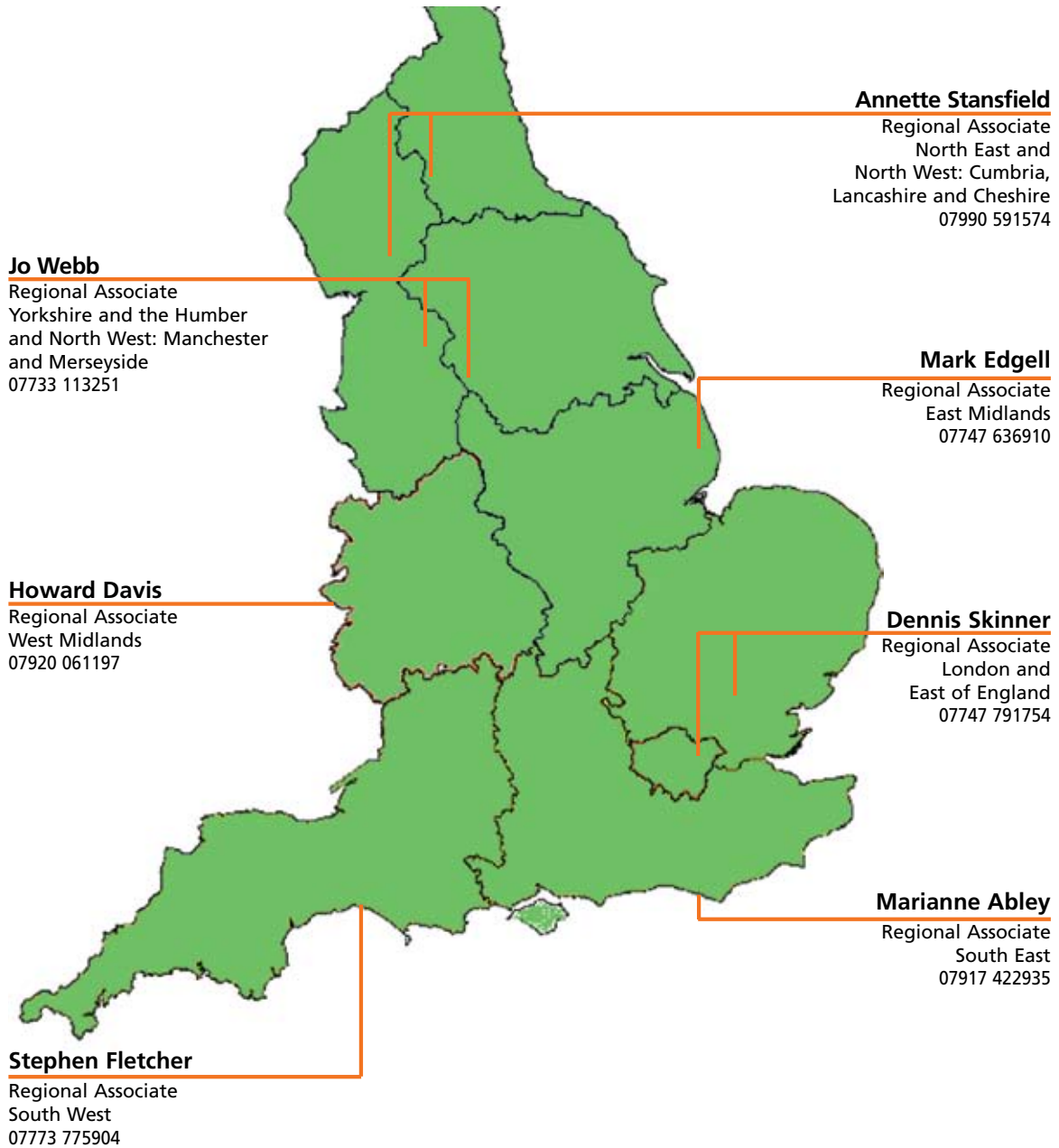
- team effectiveness
- member officer relationships
- relationships with wider member or officer body
- relationship with communities and partners
- reviewing challenges and overcoming barriers
- leadership skills and styles

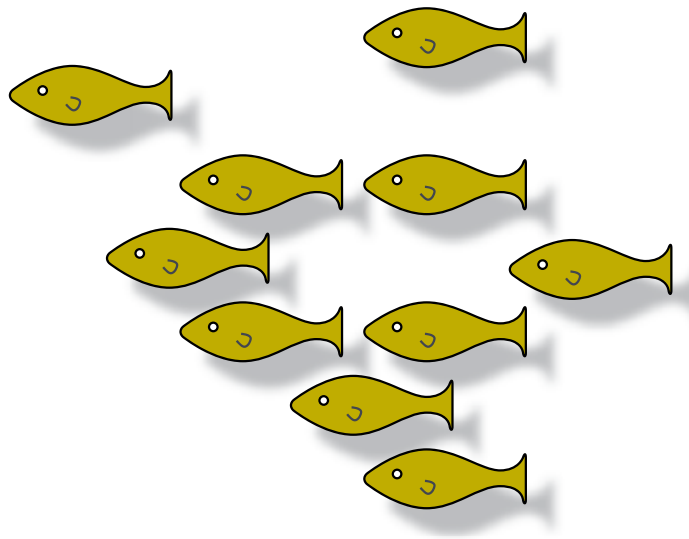
We recognise there is a huge range of local priorities, roles, responsibilities and relationships. We use a variety of approaches, and will work with you to develop a programme that meets your leadership needs. It would typically include one or more workshops and often, if appropriate, tools and techniques such as MBTI (Myers-Briggs Type Indicator) and TMS (Team Management Systems). Our improvement managers work alongside experienced councillor and senior officer peers, to provide support and challenge.

For further information on what we can offer to support develop strategic and team leadership roles for councillors please email services@idea.gov.uk or speak to your IDeA Regional Associate.

regional associates

To discuss what the IDeA can do to support and deliver councillor development within your council, contact your regional associate.





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The Local Government Association is the national voice for more than 450 local authorities in England and Wales. The LGA group comprises the LGA and five partner organisations which work together to support, promote and improve local government.

