















Councillor Development Programme 2023/27



Contents

Topic	Page
 Foreword from Wyre's Leader and Chief Executive	3
 Our Statement of Intent and Declaration of Commitment	4
About this Programme	5
 Who will decide what external courses I can attend?	8
 Councillor Development Group	9
 How a Mentor can be Your "Darling Buddy of May"	10
 Your Strengths and Development Record	12
 The Wyre Councillor Skills framework	13
 Strengths and Development Record - discussions and review	14
The Four Stages of Development	15
Stage One: Basics for the newly elected councillor	16
Stage Two: competence - the essential knowledge and skills	21
Stage Three: accomplishment - the experienced councillor	25
Stage Four: Grandmaster - the very advanced councillor	26
Training Materials, Resources and Contacts	28
 Councillor Portal	29
 E-courses and distance learning using external resources	30
 Members' Library	31
 Contacts	32
Appendix A - Your Strengths and Development Record (SDR)	33
Appendix B - Wyre Councillor Skills Framework	39

Foreword from Wyre's Leader and Chief Executive



**Councillor Michael Vincent,
Leader of the Council**



**Rebecca Huddleston,
Chief Executive**

The way in which we work has changed profoundly over the last few years and national government has set some challenging targets for local authorities. At the same time, councils have undertaken a digital transformation that includes paperless meetings, hybrid work environments and remote working. Wyre Council has responded and adapted to these constantly changing circumstances and our councillors continue to make hugely important decisions on how to allocate a budget of many millions of pounds.

Anyone who is eligible to stand for election as a councillor may do so and, if they receive sufficient votes, can become an “elected member”. Councillors do not need any formal qualifications whatsoever and yet the decisions they make can have a significant impact on local people and their lives.

It is essential therefore that we provide our elected members with all the resources they need to develop themselves to their full potential. Doing this will help to ensure that they have all the necessary skills to allocate the council’s budget wisely and provide the best possible services for more than 110,000 Wyre residents, the thousands of businesses based in the borough and all the tourists and investment that we want to attract to Wyre.

21st century councillors require an extensive range of skills and knowledge, which they must keep under constant review to enable them to play an effective role in local government.

Wyre’s Councillor Development Programme is designed to provide the ways and means in which councillors can augment their knowledge and attain all the professional skills and knowledge they need to carry out their role effectively and to make sure that development opportunities are available to all councillors, whatever their political viewpoint or level of prior experience.

Wyre Council is proud to have gained the Level 2 Exemplar Status in the Charter for Elected Member Development. It means that our development programme has been ranked amongst the finest in the country. Our councillor development motto is “learning to develop excellence” and our ultimate intent is for Wyre to be a proud, ambitious and thriving place. Every councillor who engages and participates fully with the programme by taking advantage of the opportunities it offers, will demonstrate their commitment to make a positive difference to the community they represent.

Our Statement of Intent and Declaration of Commitment

The Charter for Elected Member Development remains the yardstick against which the councillor development programmes of all local authorities are measured and Wyre's Leader and Chief Executive fully support our resolution to continue to meet and exceed the Charter standards.

The six key points of the Charter are to have:

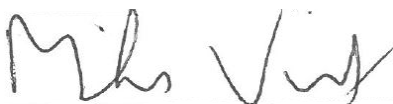
- a Statement of Intent,
- a Strategy to meet the training and development needs of elected members,
- a Councillor Development Programme to implement the Strategy,
- a process to identify councillors' individual development needs,
- a Councillor Development Officer to assist councillors and committees in identifying their needs and to provide resources and information, and
- a process to ensure all councillors are kept fully informed of available training and development opportunities.

Wyre Council signed up to the Charter in 2000 and achieved the required standards to gain the Charter in 2008. Wyre then went on to become one of the first councils in the country to accomplish Charter Level 2 - the coveted Exemplar Standard - in 2010. Wyre has retained Charter Level 2 and this remains the highest award achievable for councillor development. Following updates to the way the Charter status is assessed, Wyre Council will be putting forward evidence to be reassessed for both Level 1 and 2 from 2023/24.

With this declaration, Wyre Council, restates our continued intention to attain and wherever possible exceed the standards of councillor development appropriate to Charter Level 2 when this is reassessed.

We will continue to support our councillors by directing resources towards the provision of appropriate opportunities for learning and improvement in line with best practice and new developments. Wyre Council is fully committed to the development of our elected members to realise our aims of continuous improvement on order to satisfy the needs of our community.

By signing up to the principles of the Charter for Elected Member Development, we commit the authority to continue to implement the six key points of the Charter as set out above.



**Councillor Michael Vincent,
Leader of the Council**



Rebecca Huddleston, Chief Executive



Councillor Development Programme 2023/27

About this programme

About our Councillor Development Programme

How do I use the Councillor Development Programme? We have set out all of the key roles you could have as a Wyre councillor in the Wyre Councillor Skills Framework at Appendix B. The Framework sets out the relevant skills and knowledge that councillors who have held all those positions in the past consider you will need in order to be effective in those roles. The Programme sets out some of the things that we can provide to help you to acquire the necessary skills and knowledge. It is much more than just a list of training sessions, briefings and workshops and, however you prefer to learn, you will find something suitable to help you to improve your skills and knowledge.

The “Four Stages of Development”. We have outlined the programme in four stages beginning with newly elected and inexperienced councillors (Stage 1) and progressing to Stage 4 for the most experienced councillors. This is simply to reflect how you are likely to acquire more competencies and skills, as you gain more experience and perhaps assume different roles within the council. After your first election, most councillors will pass through the first three stages during their first full four-year term of office and some will reach Stage 4. Those four stages are:

1. **basics** – for the newly elected councillor,
2. **competence** – councillors who have the essential knowledge and skills,
3. **accomplishment** – the experienced councillor,
4. **grandmaster*** – the very advanced councillor. *NOTE this term is not gender specific.

Although the subjects covered in Stages 1 and 2 are particularly appropriate for newer councillors, all members are welcome to attend any event at **any** stage. We have designed the programme to be as flexible as possible so that each councillor can choose whatever suits their own individual needs, preferences, knowledge and experience at any time. For example, many advanced councillors at “grandmaster” stage may still find it useful to refresh their knowledge by attending Stage 1 and 2 events.

When and where will learning sessions take place? We want all councillors to have the opportunity to attend development events irrespective of whether or not they work, so we make every effort to make them available at a convenient time and place.

Where possible, we organise events at the Civic Centre on weekday evenings. On occasion however, some of the training facilitators we require may be unable to provide evening sessions or a course might take half a day or more. In those circumstances, we may need to hold the event during standard “9 to 5” working hours. Some (usually external) courses can even last a full day or occasionally longer but they are often worth the effort if you are able to attend them. Given the increased use of technology, some sessions will be offered online or in a hybrid environment and, where possible, recordings will be retained and access to them provided via our Councillor Portal.

Where a neighbouring authority or another organisation offers places to our councillors at their events, the times and venues will vary and we may have no influence over when or where the session is held. In those instances, we will always strive to give sufficient notice of the event for you to make suitable arrangements if you would like to attend, for example to arrange with your employer to take the time off. External bodies also provide a number of development events online and, although we may not have any influence over the

timing of those events, some webinars are recorded and remain available to watch at a convenient time after the event has taken place.

How will I hear about training events? We will give you plenty of advance notice of events wherever possible. We will post details of upcoming sessions on the Councillor Portal, you will receive emails with details of relevant courses on a regular basis and posters for internal events will be displayed along the Civic Suite corridor.

Does the programme list every learning opportunity that will be available? No. Plenty of development opportunities will come up that we have not listed in the Programme. Amongst other things, these will include:

➤ **briefing sessions**

We hold regular briefings for councillors on topical subjects, often immediately before Full Council meetings (the “pre-Council slot”) to make it easier for you to attend.

➤ **outside organisations**

We regularly get invitations for councillors to attend external courses and seminars run by external organisations such as North West Employers, Local Government Association (LGA), Local Government Information Unit (LGIU) neighbouring authorities, etc. Where attendance is free and local (or virtual), all councillors will receive invitations. If there is a cost to attend or travel outside the area would be involved, we may have to consider your role, the budget, etc.

➤ **role-specific training**

We will provide targeted training and briefing sessions to support councillors in their particular roles like Planning, Licensing, Appeals, Standards, Scrutiny or, if you are a Portfolio Holder or Lead Member, your specific portfolio.

➤ **external courses, books, DVDs, CDs, online courses**

If you discover an external or online learning course or other media (a book, DVD, CD, etc.) that you believe would help you as a councillor, tell the CDO about it. If a course would be of benefit to other councillors, we might arrange to run it at the Civic Centre or we might purchase a relevant item as a resource. We will treat each request on its own merits, subject to the constraints of the budget and the criteria set out on the next page.

Do I have to attend every development session? Not at all. It is unlikely that anyone would want to attend every event and no one would possibly have the time to be able to attend every session or event that is available. Development opportunities will cover almost all of the possible responsibilities councillors might conceivably have and no individual councillor will need or be eligible for all of the training that will be available.

What if I want to attend a training course and the council does not offer it? Get in touch! If you have a learning or development need that the programme does not cover, the CDO will be happy to discuss it with you.

Will I have access to all the same opportunities that other councillors get? Yes unless a course is specific to a particular position or role that you do not hold. Wyre Council is committed to equality of opportunity and equal access to training and development for all councillors. You will receive the same treatment whatever your age, gender, sexuality, marital status, disability, race, religion, ethnic background or political affiliation.

Who will decide what external courses I can attend?

Any decision on which external courses you are able to attend will depend on what is most appropriate to you in your role and the overall cost, including travel and accommodation. There are no set criteria covering all circumstances and in most cases, the officer responsible for member development will just make an informed decision based on the individual merits of the request and any financial constraints. We will take into account any limits on available places, the money remaining in the councillor development budget and whether the course is relevant to you.

Unless places are so limited that it would prevent another councillor for whom it would be *more* appropriate (for example the relevant portfolio holder) from attending then, providing that the venue is nearby (e.g. in the northwest) and either free or at a cost of no more than £150, we are more than likely to approve your request to attend. We will always give precedence to the councillor(s) for whom an event is most relevant and, if a large number of councillors want to attend the same event, we would consider whether it would be cost-effective to ask the provider to present the event in house at the Civic Centre instead.

The cost of development events varies enormously. For instance, the LGA offer a six-day Leadership Academy programme for councillors in a “leadership” positions (e.g. Leader, Portfolio Holder, Chair or Leader of the Opposition). Although Leadership Academy places cost over £1,000, they provide excellent value for money for councillors with those responsibilities. We email the LGA’s monthly Highlighting Political Leadership Update to all councillors, which also includes many *subject specific* events that may be appropriate to those who are NOT in “leadership” roles and some that are appropriate to particular groups of councillors such as the BAME (black, Asian and minority ethnic) or Young Councillors “Weekenders”.

Unless no local alternatives are available, e.g. Parliamentary Scrutiny Seminars, Scrutiny Chairmanship and Leadership Academy events, we usually avoid courses outside the northwest because of the associated travel and accommodation costs.

If an event you are interested in concerns a more specialised subject, the responsible officer may need to discuss your request with the relevant director or a specialist officer who has expertise in the subject. If necessary, they may seek the advice of the Chair of the Councillor Development Group (CDG) or if there is an upcoming meeting, the CDG may take the decision.

Do I have to share what I learned with others?

No. We rarely ask councillors to tell other councillors what they have learned at courses, conferences or seminars they have attended. This is because

- councillors will often have already been given an opportunity to attend the event themselves but chose not to do so,
- information provided second-hand by a councillor after attending an event might not be exactly what the event facilitator had intended,
- councillors will not necessarily trust information delivered by another councillor, particularly if they belong to a different political party.

If we do feel that it might be appropriate for you to share what you have learned, we will arrange for an appropriate council officer to help you to facilitate the presentation.

Councillor Development Group

The Councillor Development Group (CDG) is a cross-party group of councillors that meets every 3 months to discuss councillor development issues. The CDG may hold more or less meetings as necessary to talk about any specific concerns that may arise.

What does the CDG do?

The CDG has agreed the following terms of reference:

- To maintain an understanding of councillor training and development needs.
- To review the strategy annually and update it to meet the training and development needs of councillors when necessary.
- To maintain an awareness amongst all members of the council of the training and learning opportunities that are available.
- To establish a culture whereby councillor development is seen as a key component to the success of the council and to gain a commitment from all councillors to their continued development.
- To encourage all councillors to complete and maintain individual Strengths and Development Records.
- To ensure that the development opportunities we offer meet the high standards commensurate with the North West Charter on Elected Member Development.
- To review and evaluate the effectiveness of councillor training.
- To ensure that a comprehensive and effective new councillors' induction programme is kept up to date and that all new councillors are taken through the induction process.
- To ensure that councillor training and development is focussed on helping the council deliver its corporate objectives and if necessary, to express a view on the prioritisation of training provisions.
- To make recommendations, if appropriate, on the above issues to the responsible officer, the Corporate Director or the relevant Portfolio Holder.

Who sits on the CDG?

The CDG is a non-partisan cross-party body. The political groups nominate the councillors they would like to appoint to the CDG. Membership is agreed at the council's Annual Meeting. To ensure councillor development remains linked with the Executive, at least one Cabinet member will be on the CDG. The group is subject to statutory political balance rules purely for the purposes of assigning the members.

To enable councillors to speak freely and without prejudice, CDG meetings are not open to the public. We do not publish the notes of the meeting or the agenda on the council's website. Councillors who are not members of the CDG are however welcome to attend, and with the permission of the Chair, contribute to meetings. Other councillors who may have suggestions for training events or other improvements to the programme, may pass them to the responsible officer or one of the members of the CDG for discussion at the next meeting. The CDG membership will be agreed by Council at the Annual Meeting in May 2023.

How a Mentor can be Your “Darling Buddy of May”



Alright so “darling” might be taking it a bit too far but if you have ever been thrown in at the deep end, you will know that if you have a mentor or “buddy” to help you it can make a huge difference to whether you sink or swim. Having a mentor to guide you in your early days will help you to become more confident so you can settle into your new role more easily.

What do we mean by mentoring?

Mentoring will be an informal arrangement where an experienced councillor acts as a “buddy” to one or more new councillors and helps them get used to their new role. It will run alongside the training and briefing sessions that the council provides to help new councillors get up to speed. A mentor can help ensure that new councillors become confident to carry out their duties and responsibilities more quickly.

Who can be a mentor?

Wyre’s political groups have made a commitment that, after the election, they will allocate mentors to newly elected councillors within their group and potentially to independent councillors and members of minority parties. Mentors should be experienced councillors who have the time and willingness to take on the role and that the group believes would be good at mentoring. All mentors should:

- have sufficient knowledge and experience to be able to help new councillors,
- be approachable, reliable, friendly, patient, tolerant and a good listener,
- be available when the new councillor needs them. There is no point in anyone committing to mentoring somebody who does not have the time to do it.

What is a mentor expected to do?

The mentor should:

- talk to the new councillor and discover the extent of their knowledge about the council,
- provide useful information about how the council works,
- introduce the new councillor to useful contacts,
- provide encouragement and support,
- discuss the issues affecting different parts of Wyre,
- keep things simple and avoid overloading the new councillor.

It all depends on how much help each new councillor needs and the time available. Some new members might only need to have a friendly voice on the other end of the telephone to talk to every so often. There is no predefined schedule to keep to or specific subjects to cover during mentoring.

Some suggestions...

Make sure the new councillor gets to meet the people they will need most often

Take the new councillor around the Civic Centre and show them the offices where the Leader, Corporate Management Team, other senior officers and Democratic Services work. Meet with the party whip to go through party procedure.

Accompany the new councillor to an early meeting of one of their committees

- Look at previous agendas and minutes with them.
- Show the new councillor how to find agendas, reports and minutes online.
- Show them how to access the archive of committee papers on the Intranet - Democratic Services will provide advice if you are unsure how to do this.
- Encourage them to read previous papers for the committees they sit on and look at the council's other committees to get a broader picture of what the council does.

Explain the procedures and protocol at Full Council meetings

Have a quick read of the procedure rules in the Constitution first to ensure that you know them yourself!

Surgeries and casework

- If you hold surgeries, get the new member to come along to one.
- Talk the new councillor through a recent case you have dealt with.
- Encourage them to talk to other councillors about how they make themselves available for their residents.

Remember to tell the new councillor about the “obvious” stuff like how they claim expenses for travelling to meetings and how to submit apologies for their meetings if they cannot attend. It probably will not be obvious to the new councillor!

Your Strengths and Development Record



The responsible officer will ask you to complete a Strengths and Development Record (SDR) - an online questionnaire that you can fill in at home. This will not be until about six months after you became a councillor to give you time to find out the things you might need to develop. The SDR will help you discover any particular gaps in your knowledge and highlight any skills that you would like to develop further. When every councillor has completed a SDR, we will collate the results to make sure that development events are organised around the needs that councillors have identified most often and the CDO will aim to target the development opportunities we provide to satisfy those needs.

What is my SDR?

Your SDR will help you to identify your existing strengths and reveal areas that you might like to develop and improve further. Knowing about any common development needs also helps the officers to target the development programme in order to try to fulfil the majority of councillors' training needs.

You will find what is included in the example SDR questionnaire at Appendix A.

You can probably fill in the questionnaire on your own but if you want to talk to someone while you fill it in, you can arrange to do so (see discussions and review on the next page). Any discussion will be strictly confidential.

Only the officers responsible for your development as a councillor will see your completed CDR. If you want your political group leader to have a copy to help them to match your skills to particular roles within the council, you will need to talk to the responsible officer and tell them that you want this to be done.

You might want to first set out what it is that you want to achieve over the coming months and years. That will help you decide whether you need any additional skills and knowledge to achieve your objectives and plan your personal development in line with your different responsibilities as a councillor.

It will help you if you do this in conjunction with the [Wyre Councillor Skills Framework](#), which sets out what is required in each of your roles as a councillor.

The Wyre Councillor Skills framework



What is the Wyre Councillor Skills Framework?

While the main role of a councillor is to represent your local residents, you will have many other responsibilities and roles to play. The Framework sets out the different skills and knowledge you need as a ward councillor as well as for each council committee and official role within the council. The Framework is at Appendix B.

Look at the parts of the framework that apply to your current committee(s) and council roles while you fill in your questionnaires and it will help you to highlight the knowledge and skills you need to fulfil those roles effectively and any areas that you might want to develop.

Strengths and Development Record - discussions and review

We have made the SDR questionnaire easy to complete so that you can fill it in easily on your own. However if you think it will help you to talk about your SDR self-assessment questionnaire while you fill it in and identify any training needs and how you might satisfy them, you can either discuss it with a senior councillor (most likely from your own political group) or talk to the responsible officer. We do not expect you to talk about any political or other ambitions you have and you do not have to discuss your development needs with anyone else unless you want to.

If you decide to talk to someone when you complete your SDR, you might want to think about:

- what you feel you have achieved or helped to achieve in your ward and in the wider community so far,
- things that you've done as a councillor that you feel have gone particularly well and what could have gone better,
- what you hope to achieve over the next year and beyond,
- what you gained from previous training and development sessions,
- your roles and the requirements for those roles as set out in the Wyre Councillor Skills Framework.

Confidentiality

Your self-assessment of skills and any development needs that you might want to talk about will be in complete confidence. Your completed SDR will only be available to you and the officers responsible for your development as a councillor so that they can use the information for organising training and development sessions.

Training as a result of your SDR

The council has to take the extremely limited annual training budget and the overall needs of all councillors into account and it will not always be possible to justify funding every development activity councillors might ask for. The responsible officer will collate the information from all individual SDR questionnaires and will give priority to meeting the most commonly identified needs when arranging development events.

Reviews and evaluation

Things can change very quickly and you should review your SDR regularly or so to make sure it is still relevant. This will help you to look at the development needs you identified when you last did it and assess whether you still have those needs or whether you have moved on. You might also identify some new requirements.

It is important for your own personal benefit that you continue to assess your development needs and, if you review your SDR once a year and let the officers know where things have changed, it will help the council to evaluate the impact of its investment in councillor training.



Councillor Development Programme 2023/27

The Four Stages of Development

Stage One: Basics – for the newly elected councillor

The programme is split into four stages beginning with newly elected and inexperienced councillors (Stage One - Basics) and progressing to the most advanced (Stage Four - Grandmaster). This reflects how, as you gain more experience and perhaps assume different roles within the council, you will need to acquire other competencies and skills.

Stage One covers the basic skills and knowledge that all new councillors will need to acquire within the first six months or so following election and consists of a period of induction. After you have completed this stage, you should:

- act in accordance with the Code of Conduct and be committed to maintaining high standards of ethics and probity,
- be committed to representing all members of the community impartially and equally,
- have an understanding of how decisions are made and the role of the Executive, Full Council and committees,
- understand the role and purpose of overview and scrutiny,
- be aware of our main policies, plans and priorities (Business Plan, Local Plan, etc.),
- be aware of the main demographic, geographic, environmental, social, economic and political features of the Wyre area,
- be comfortable using a tablet device to access agendas, reports and minutes,
- be aware of the rules of debate for Full Council and other meetings.

Induction may include any or all of the following events and briefings:

- Welcome to the Council - Induction Day,
- Meet Corporate Management Team (CMT)
- Code of Conduct, Ethics and Probity for new councillors
- Introduction to ICT Systems and Social Media (following issue of tablet device)
- The Role of Overview and Scrutiny
- Running Overview and Scrutiny Task Groups
- On the front line - The Contact Centre Experience
- Guided Tour of the Borough
- Meet the Heads of Service (HoS)
- The Golden Gavel Constitution Quiz - The Rules of Engagement
- General Data Protection Regulation (GDPR)

Strengths and Development Record (SDR)

After about 6 months, all new councillors will also be asked to complete an SDR. This is a questionnaire to assess individual training needs and the collated responses will help develop the overall Councillor Development Programme covering the core subjects.

Mentor

The council has agreed that the political groups will allocate a Mentor to all their new councillors. The mentor will be an experienced councillor who will help the new councillor to deal with the challenges they will face when they are new.

Purpose of session	Event details	When?
<p>Welcome to the Council</p> <p>Induction session for new councillors to introduce them to the council, which will include:</p> <ol style="list-style-type: none"> 1 photographs to allow ID card access to the Civic Centre 2 computer use policy to allow access to council emails and computer system to be given 3 official acceptance of office 4 arrangements for allowances to be paid 5 introduction to how the council works 6 tablet devices provided 	<p>ID pass and form completion</p> <p>Photographs for ID pass. Sign computer use policy for access to council emails.</p> <p>Sign declarations of acceptance of office (if any were not signed at the count), complete P46, etc.</p> <p>Hand out Registration of Financial and Other Interests forms - for completion before 1 June.</p> <p>Tour of “Civic Corridor” facilities</p> <p>Meet the Chief Executive and directors The Business Plan and a brief introduction from each director to their role, the council services their directorates provide and the main areas of work carried out by the council officers within their command.</p> <p>Introduction to Democratic Services</p> <ol style="list-style-type: none"> 1 New Councillor’s Guide, Induction Pack, etc., 2 Councillors’ and officers’ roles & responsibilities, 3 The decision-making and management structure, 4 Council Constitution contents and Rules of Procedure, 5 Code of Conduct, 6 Councillors’ Allowances, 7 Overview and Scrutiny. <p>ICT Team Rollout of and a short introduction to your tablet devices so that you have remote access to council systems and paperless meetings. Distribute ID cards. Cyber security advice.</p>	<p>Within one week of election.</p> <p>Thursday 11 May 2023</p>
<p>Reintroduction</p> <p>Induction session for re-elected councillors to set them up on their new tablet devices</p>	<p>New councillor tablets</p> <p>Set up with Democratic Services and IT on new tablets.</p>	<p>9 & 10 May</p> <p>Room TBC</p>

<p>Meet Your Mentor To help new councillors manage their casework and surgeries, make them aware of meeting protocol, etc.</p>	<p>Political groups will assign mentors will be to new councillors at political group caucus meetings.</p> <p>This is to be organised and facilitated by the political groups!</p>	<p>Expected within 1 week of election: currently Labour Group Caucus on 15 May, Conservative Caucus on 16 May. Other political groups might be constituted within the council following the election.</p>
<p>Code of Conduct, Ethics and Probity for new councillors. Understanding of the Member's Code of Conduct, when it is necessary to declare an interest and awareness of the Register of Interests and gifts/hospitality</p>	<p>Introduction from the Monitoring Officer to the Code of Conduct, Standards, ethical dilemmas and responsibilities of councillors within the ethical framework.</p> <p>Councillors must return completed forms for registration of pecuniary interests within 1 month i.e. before 1 June.</p> <p>This training is mandatory for all councillors.</p>	<p>Within one month of election</p> <p>18 May 2023</p>
<p>Licensing Committee Procedures To allow new councillors to be able to participate fully in regulatory committee</p>	<p>A short (1 hour) introductory session by the Licensing Officer for new Licensing Committee members to explain our Licensing Committee procedures and provide a basic guide to licensing legislation and policies</p>	<p>Before first Licensing Committee meeting</p> <p>30 May 2023</p>
<p>The Role of Overview and Scrutiny To understand the role and purpose of overview and scrutiny</p> <p>Awareness of the purpose of 'call in'</p> <p>Understanding of the need for political neutrality in the overview and scrutiny process</p>	<p>Briefing session delivered by Democratic Services covering</p> <ul style="list-style-type: none"> • work programmes • call in procedure • critical friend challenge 	<p>Within one month of election</p> <p>5 June 2023</p>
<p>Introduction to Planning</p> <p>An opportunity for all councillors (new and experienced) to learn about the planning process and how it works.</p>	<p>A guide to planning legislation and councillors' role in the planning process delivered by the Head of Planning Services and Regeneration.</p>	<p>Within one month of election</p> <p>6 June 2023</p>
<p>Procedures at Planning Committee meetings</p>	<p>A short (1 hour) introduction session for new Planning Committee members to explain committee procedures and our expectations of councillors' conduct at</p>	<p>Before first Planning Committee meeting</p> <p>7 June 2023</p>

<p>To allow new councillors to be able to participate fully in regulatory committee</p>	<p>Planning Committee meetings and site visits</p>	
<p>Planning Committee training</p>	<p>All councillors are welcome to attend most planning training sessions. The Planning Committee usually approves its annual training programme at the first meeting of the committee after the Annual Meeting.</p>	<p>Usually held in between the planning site visits and the committee meeting.</p>
<p>Introduction to ICT Systems and Social Media To give councillors the confidence to use the council's intranet, web site, Councillor Portal and Modern.gov app to retrieve and annotate agendas, reports, minutes, submit expenses claims electronically, etc. and to enable councillors to communicate effectively with the council and community.</p>	<p>Practical hands-on training depending on the new councillors' current level of ICT skills from the basics of computer use, managing files, email and Internet to word processing, spreadsheets, databases and presentations. All councillors must be able to:</p> <ul style="list-style-type: none"> • use the Wyre web site and intranet • use the Modern.gov app for paperless meetings • master basic word processing • send and receive emails <p>and be aware of the use and dangers when using social media.</p>	<p>As required following issue of tablet devices allowing access to council ICT systems.</p>
<p>On the front line - The Contact Centre Experience The Contact Centre team includes call takers and the staff who work on the Civic Centre reception and enquiry desks to deal with enquires from the public by telephone, post, email, via website and face-to-face.</p>	<p>An opportunity for all councillors (new and experienced) to spend time with the front-line workers taking enquiries from the public in the council's Contact Centre.</p> <ol style="list-style-type: none"> 1 Contact Centre/Reception (phone/face to face/"live chat") 2 Benefits Assessment / Appeals 3 Debt Recovery & Compliance 4 Visiting Officers <p>Sit with staff in reception, listen to incoming calls and discover how our staff answer the varied enquiries they receive.</p>	<p>Within two months of election.</p> <p>June - July 2023</p>
<p>The Road to Know Wyre – A Guided Tour of the Borough To gain an increased knowledge of the borough, the council buildings and an insight into the issues affecting the different areas within the borough.</p>	<p>A guided bus tour of the whole of Wyre borough visiting major development sites, council facilities, Copse Road Depot and any other areas of particular interest.</p>	<p>Within six months of election</p> <p>19 June 2023</p>

<p>Meet the Heads of Service An opportunity for all councillors to meet Wyre's Heads of Services and gain an insight into the different service areas under their command.</p>	<p>A brief (approximately 5 minutes) introduction from each Head of Service to the services that their teams provide.</p>	<p>Within six months of election 13 July 2023</p>
<p>The Golden Gavel Constitution Quiz - The Rules of Engagement To provide a greater understanding and knowledge of the rules of debate including council meeting protocol, how to table amendments, etc. and what is contained in the council's Constitution</p>	<p>Comprising the "Who Wants To Be a Millionaire" Constitution Quiz (an informal team quiz providing a fun guide to the Constitution) and a practical / hands-on role-playing session to learn the rules and protocol of council meetings. To include:</p> <ul style="list-style-type: none"> • proposing and seconding a motion • tabling amendments • Closure motions • Points of order • Right of reply • Personal explanations 	<p>Within six months of election and if possible before first Full Council meeting. 27 June 2023</p>
<p>Planning Services Open Day An opportunity for new and experienced councillors to drop and gain an insight into what goes on in the Planning Team.</p>	<p>An opportunity for new and experienced councillors to drop in and talk to the people who work in planning and experience the work of the planning team at first hand. The Planning department will be open and staff will be available for councillors to call in and talk to the people who work in planning and experience the work of the Planning Team at first hand.</p>	<p>Within six months of election June or July 2023 TBC</p>

<p>General Data Protection Regulation (GDPR) Pre-Council briefing on GDPR (by Tim Turner of 2040 Training) to ensure that all councillors are aware of their data protection responsibilities.</p>	<p>As a representative of residents of their ward, (for example in dealing with complaints) each councillor is a “data controller” under GDPR and is responsible for the personal data that they collect, store, use and delete. Essential session otherwise councillors will have to pay their own Data Controller Fee.</p>	<p>Within six months of election 6 July 2023</p>
<p>Running Overview and Scrutiny Task Groups For all non-executive councillors to enable them to take part an active part in task groups.</p>	<p>All non-executive councillors are able to take part in task groups, This workshop will be facilitated by the Democratic Services and Scrutiny Team.</p>	<p>Within six months of election Date TBC September-October 2023</p>
<p>An introduction to treasury management To enable councillors to understand the roles and responsibilities of elected members in relation to treasury management</p>	<p>Briefing delivered by the council’s treasury management providers (Link) via Teams</p>	<p>Within six months of election and annual updates. Date TBC</p>

Stage Two: competence – the essential knowledge and skills



Stage Two of the programme is **Competence** where councillors will have achieved the essential knowledge and skills. This stage of training covers the essential skills and knowledge that all new councillors should acquire during the first twelve months or so following their election.

When they have completed Stage Two, the new councillor will:

- have an appreciation of the council's budgetary constraints, Medium Term Financial Plan and Annual Budget
- be an effective participant at council and other meetings
- act in accordance with the Member's Code of Conduct and ethical standards
- be able to hold surgeries for your constituents and deal effectively with casework
- have practical time-management skills

The **Competence Stage** may include the following sessions, etc.:

- time management skills,
- local government finance briefings,
- communications and the visitor economy,
- climate action,
- equality and diversity,
- meetings workshop,
- questioning techniques,
- dealing with conflict.

There will also be **pre-council briefings** (usually delivered by the officer responsible for the relevant service area). The sort of topics covered may include:

- safeguarding,
- civil contingencies and emergency planning,
- domestic abuse awareness

Relationship with Officers and your mentor

In the first twelve months following the election, the new councillor will have built up professional relationships with appropriate council officers in various service areas. Mentoring may continue if required.

Purpose of session	Event details	When?
<p>Strengths and Development Records Identify strengths and areas for development and feed results into ongoing development events programme</p>	<p>Democratic Services will facilitate the completion of Strengths and Development Record questionnaires via an online form to assess the individual and overall strengths and development needs of all councillors.</p>	<p>About six months after election</p>
<p>Time Management Skills To develop time management skills, learn to plan activities, prioritise objectives and make the best use of your time and resources.</p>	<p>A virtual course for councillors who want to improve the way they manage their time to enable participants to:</p> <ul style="list-style-type: none"> ➤ Set limits and boundaries on meetings ➤ Prioritise using a zoning system ➤ Manage emails and paperwork. 	<p>At any time (when available).</p>
<p>Local Government Finance briefings To give an understanding of the difficulties involved in having to operate within a set budget and the reasons for establishing tight budgetary controls.</p>	<p>The Chief Finance Officer (S151 Officer) and or Head of Finance will deliver briefing sessions on the Budget and Medium Term Financial Plan. We will record these sessions so that they are available for councillors to watch at a convenient time.</p> <p>The Chief Finance Officer (S151 Officer) and/or Head of Finance may also provide a simple A-Z of Local Government Finance briefing.</p>	<p>To coincide with Cabinet and Council Budget (annually in March) and Medium Term Financial Plan (annually around October) reports.</p> <p>Pre-recorded videos will be made available on the Councillor Portal</p>
<p>Communications and the Visitor Economy To learn about how Wyre gets its messages across to the community by championing local government, protecting our reputation and promoting all the work that we do.</p>	<p>A drop in session when the Communications and Visitor Economy Team - the officers who deal with our website and social media platforms, press and media liaison, intranet and internal communications and marketing - will be available for councillors to call in and talk to.</p>	<p>Within 12 months of election</p>
<p>Climate action To gain an understanding why the council declared a climate emergency and what councillors can do to help reduce their own and Wyre's carbon footprint and influence climate change through leadership in their communities and engaging with residents.</p>	<p>The Climate Change & Environmental Projects Officer will provide a briefing covering what Wyre councillors can do to help to make climate change action a reality. Carbon Literacy training will also be available for those who wish to take advantage of it, to learn more about the effects of climate change and the practical ways in which they can get involved.</p>	<p>Within 12 months of election</p>

<p>Equality and Diversity To instil commitment to equality and enable all councillors to represent all groups within the electorate with impartiality</p>	<p>The Human Resources Team will arrange a briefing session or provide an information pack.</p>	<p>Within 12 months of election</p>
<p>Support for those with specific diversity, equality and inclusion needs.</p>	<p>The following specific support for those with particular needs can be provided by external providers (the LGA) including:</p> <ul style="list-style-type: none"> • coaching for disabled councillors, • a Young Councillors Weekender, • LGBTQ+ Councillors Weekender, • Black, Asian and Minority Ethnic Councillors Weekender. 	<p>At any time (when sessions are offered).</p>
<p>Meetings workshop To instil the confidence to participate, contribute and even chair effectively at meetings. An understanding of the differences between types of meetings.</p>	<p>Interactive workshop session covering:</p> <ul style="list-style-type: none"> • holding an effective meeting, • role of the chair, • following the agenda, • making your point with confidence and clarity, • handling differences of opinion and avoiding conflict. 	<p>At any time after election</p>
<p>Medieval Questioning Skills are SO last century To develop effective questioning skills in relation to scrutiny.</p>	<p>Interactive workshop session covering:</p> <ul style="list-style-type: none"> • witness preparation, • the different types of questions, • avoiding the wrong kind of questions, • active listening, • how to probe deeper, • using the pitch and volume of your voice. 	<p>At any time after election</p>
<p>Speed Reading To learn how to and summarise information from written text faster and more effectively and hold more of it in short-term memory, learn to skim documents quickly and extract only the essential facts. Avoid information overload.</p>	<p>Online seminar focusing on the different types of reading styles to encourage better retention of written material through specific techniques. Alternatively a short information leaflet is available including</p> <ul style="list-style-type: none"> • knowing what information you want from a document before you start reading it, • how to skim excessively detailed documents and ignore irrelevant detail, • how to use a pointer to smooth the way your eyes move and reduce skip-back. 	<p>At any time after election (when available).</p>

<p>Memory Skills and Mind Mapping For councillors who want to improve their ability to store and retain information.</p>	<p>External provider (LGiU). Online seminar. Memory is a skill that can be improved with practice and the technique of mind mapping can be used to increase memory and understand concepts, ideas, key terms and information.</p>	<p>At any time after election (when available).</p>
<p>Effective Opposition To help opposition leaders get a better understanding of how they can enhance the effectiveness of their role in leading an opposition group.</p>	<p>External provider (LGA). This programme is intended for opposition leaders and deputy leaders to explore the nature of effective opposition and gain some insight into the participant's personal leadership and influencing styles.</p>	<p>At any time after election (when available).</p>
<p>Dealing with Conflict, Challenging People and Situations To help councillors dealing with challenging and outspoken residents (or other councillors!), these skills are useful in any situation that may have an element of disagreement.</p>	<p>Practical ways to restore harmony and manage and control the difficult situations you may encounter, particularly those involving aggression or conflict. It covers methods of both prevention and de-escalation.</p>	<p>At any time after election</p>
<p>Employment appeals Training for any non-executive councillor who would like to take part in the consideration of any council employee appeals against dismissal, grading and other grievances.</p>	<p>Workshop run by Human Resources and NW Employers.</p>	<p>Within 12 months of election.</p>
<p>Development of the Leadership Role For Cabinet members, Lead Members, Chairmen, Opposition Leaders, etc. For more details see Stage Four.</p>	<p>The Leadership Academy is a leadership development programme for leading councillors based on three two-day residential modules over a three-month period. The LGA also runs a number of programmes for those in leadership positions.</p>	<p>At any time after election for those who are eligible.</p>

Stage Three: accomplishment – the experienced councillor



Stage Three is **accomplishment – the experienced councillor**. This stage of training covers the skills and knowledge that all councillors should have acquired during the first two years following the election.

When you have completed Stage Three, you will:

- be an effective public speaker with good presentation skills,
- understand performance and risk management and the council's priorities ,
- develop decision-making and change management skills,
- have good questioning techniques for use in Overview and Scrutiny,
- have basic counselling skills,
- develop assertiveness.

The **accomplishment stages** might consist of workshops and briefings on any or all of the following:

- public speaking,
- change and conflict management,
- risk management,
- presentation skills,
- assertiveness,
- effective decision making,
- introduction to basic counselling skills,
- continuous improvement and performance management.

A targeted programme of sessions and events will continue to be developed on a continuous basis using information from Strengths and Development Record (SDR) questionnaires and in the wake of new initiatives. Your SDR will be reviewed. Mentoring may continue if required.

Stage Four: Grandmaster - the very advanced councillor



We call Stage Four the Grandmaster stage however please note that the term “Grandmaster” is not gender specific.

This stage of training covers the skills and knowledge that councillors might acquire during the second half of your four year term of office.

The grandmaster will be able to:

- provide leadership & direction,
- as a chair, ensure meetings progress effectively, encourage contributions and discourage time wasting,
- provide community leadership and work persuasively in partnerships,
- develop the skills to become a mentor,
- understand what is involved in the project planning process.

The **Advanced Stage** might consist of workshops and briefings on any or all of the following:

- chairing skills,
- leadership (see below),
- influencing and partnership skills,
- project management,
- mentoring skills,
- 360 degree feedback,
- Neuro Linguistic Programming (NLP),
- succession planning.

You should review your SDR and we will continue to develop a targeted programme of sessions and events using information from your SDR reviews and in the wake of new initiatives. If there has been a 360-degree feedback exercise, we will incorporate the results into the programme.

Purpose of session	Event details	When?
<p>Development of the Leadership Role For Cabinet members, Lead Members, Chairmen, Opposition Leaders, etc.</p>	<p>The LGA runs a Leadership Academy, which is a leadership development programme for leading councillors in three two-day residential modules over a three-month period.</p> <p>The LGA also runs a number of other programmes for councillors in leadership positions. Democratic Services will send the LGA Highlighting Political Leadership timetables giving dates for these on a regular basis Programmes may include:</p> <ul style="list-style-type: none"> ➤ Communication and Media Political Leadership Masterclass ➤ Leadership Essentials: Being an Effective Cabinet Member ➤ Leadership Essentials: Finance ➤ Leadership Essentials: Finance for Non-Finance Cabinet Members ➤ Leadership Essentials: Economic Growth ➤ Leadership essentials: Financial governance ➤ Leadership Essentials: Building Safety ➤ Leadership Essentials: Housing ➤ Leadership Essentials: Digitalisation ➤ Leadership Essentials: Getting Your Message Across ➤ Leadership Essentials - Audit Committees (For Audit Committee Chairs and Vice-Chairs) ➤ Leadership Essentials: Children's Services (for Lead Members for Children's Services) ➤ Leadership Essentials: Effective Scrutiny - for new or aspiring scrutiny or task group chairs ➤ Leadership Essentials: Decision making at licensing committee (for Licensing Committee Chairs and Vice-Chairs) ➤ Developing Your Political Brand Masterclass ➤ Developing Your Political Leadership Skills Weekender 	<p>At any time when available for those who are eligible to attend.</p>



Councillor Development Programme 2023/27

Training Materials, Resources and Contacts

Other training materials and resources

Reporting Guide



Training Videos



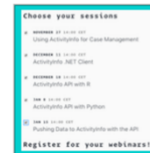
User Manual



How-to Guide



Recorded & Live Webinars

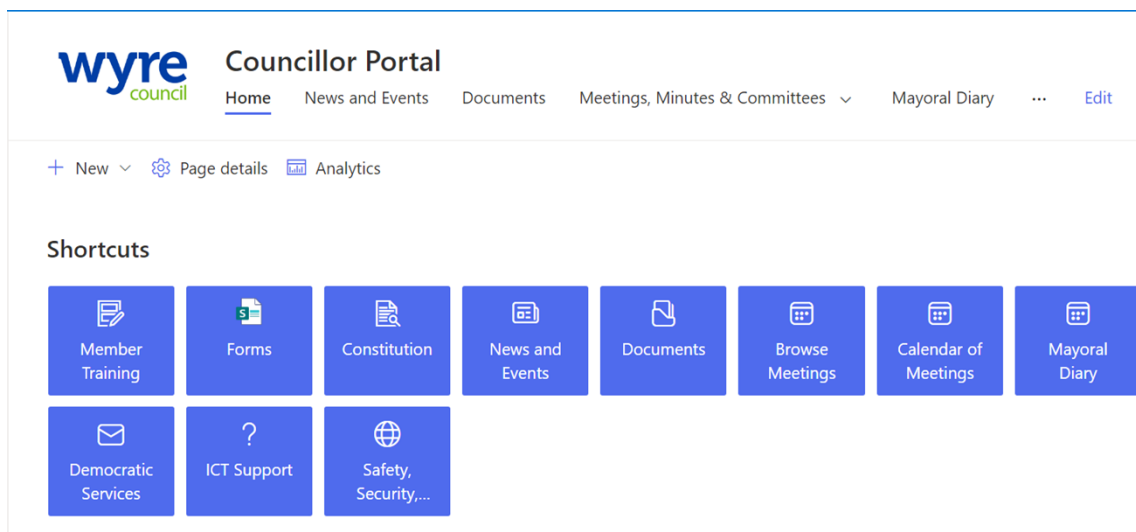


To allow councillors who work during the day to attend events, we normally hold in person councillor development in the evenings. As stated above, it is not always possible to do this and some councillors have commitments that make it just as difficult for them to attend training sessions in the evening. For those councillors and any who simply prefer other ways of learning, we offer a number of alternatives.

These range from online e-Courses to books, DVD and CDs that can be made available as a resource for councillors to use.

Contact the responsible officer for member development if you would like more information.

Councillor Portal



Following a trial in 2022, we introduced a Councillor Portal in 2023 and it is available on both Wyre’s Intranet and Extranet. It contains (amongst many other things) a section dedicated to councillor training, including some past presentations and recorded videos, and a link to a Councillor Induction page. Democratic Services update the Councillor Portal pages regularly.

The Councillor Induction page is for both new and returning councillors as it includes a timeline of all training events and actions that both councillors old and new may need to attend/do, the councillor manual, and other useful links.

E-Courses and distance learning using external resources

Distance learning can cover a number of different approaches, such as workbooks and e-courses.

E-Courses are particularly suitable for councillors who are comfortable with ICT and can be extremely useful for those who may find it difficult to attend more traditional briefing and training sessions due to work or other commitments.

Both can also be a useful supplement to attending other types of courses, briefings and workshops and are provided by our partner organisations.

Local Government Association (LGA) has produced a series of distance learning materials covering a number of topics, in the form of workbooks and e-learning modules and these are available free of charge at <https://www.local.gov.uk/councillor-workbooks>. Just visit the page and download any workbook(s) of interest to you.

The LGA also has a dedicated e-learning platform with a series of e-learning modules to assist councillors with their development and these are also available free of charge. To receive access to the LGA's dedicated e-learning platform for the first time, councillors can simply email elarning@local.gov.uk to receive a user name and password and you will then be able to access the site.

The LGA's distance learning workbooks and e-learning platform resources are aimed at all councillors but will be particularly useful to new councillors.

LGA New Councillor Hub

The LGA has also developed a New Councillor Hub to provide newly elected members with essential information to complement the induction support provided by Wyre and other councils. On the New Councillor Hub, you can find information about the councillor's role, how local government is organised, the councillor code of conduct and standards, and decision-making. Councillors can access the Hub via <https://www.local.gov.uk/our-support/councillor-development/new-councillor-hub>.

The Hub includes information on the key policy areas of the LGA, the resources, events and services they offer with links to the political groups at the LGA. It also provides information on the LGA's regional teams, information on LGA support and development offers, and much more for newly elected members.

Civility in public life webpage

The LGA resources on the LGA Civility in public life webpage are infographics outlining rules of engagement for social media, and top tips on how to tackle online abuse, for candidates and councillors. These resources will help councillors to set the tone of their contact with members of the public online and empower councillors to take appropriate action where communications break the rules of engagement.

Local Government Information Unit (LGIU). The council is also a member of the LGIU. To receive their regular information briefings and/or the Daily News local government news email, all councillors need to do is register on the LGIU website <https://lgiu.org/membership> and set their preferences for what they would like to receive.

Both the LGA and LGIU run regular virtual events for councillors on Zoom and similar video meeting platforms. Other organisations that provide virtual training sessions on specific topics include the Planning Advisory Service (PAS), Royal Town and Planning Institute (RTPI), Institute of Licensing (IOL), Centre for Governance & Scrutiny (CFGS) and others. Some of these organisations also offer in-person training. Democratic Services will inform councillors of any upcoming events when they receive notification.

The responsible officer will keep all e-Learning options under review and will bring any new modules that become available to the attention of councillors and the CDG.

Members' Library

We have accumulated a wealth of reading material of interest to councillors in the Members' Library (across the corridor from the Council Chamber). This includes:

- relevant magazines, periodicals and publications
- the Council's Constitution and current council policy and consultation documents
- books and manuals on a variety of subjects.

Any councillor is welcome to borrow items from the Library providing that they inform a member of the Democratic Services team when they do so. Subjects covered by books in the library include:

- | | |
|---|--|
| ➤ Knowledge | ➤ Training, Coaching, Mentoring |
| ➤ Assertiveness | ➤ Politics and Politicians |
| ➤ Body Language | ➤ Local Government, |
| ➤ Debating, | ➤ Economics, |
| ➤ Speeches / Public Speaking, | ➤ Marketing |
| ➤ Quotations | ➤ Finance |
| ➤ Speechwriting | ➤ History, Global Affairs, etc. |
| ➤ Presentations, etc. | ➤ Travel |
| ➤ Emotional Intelligence | ➤ Humour (to spice up speeches or simply to while away an idle 5 minutes before a meeting) |
| ➤ Mental Power and Lateral Thinking | ➤ Religion, Myth, Magic and Superstition |
| ➤ Linguistics | ➤ IT & Computing |
| ➤ Memory | ➤ Novels |
| ➤ Miscellaneous Skills and Self Improvement | ➤ Reference / Miscellaneous |
| ➤ Psychology, Personality & Philosophy | |

Contacts

Who should I contact if I need advice about my training and development?

If you want to know anything about councillor development or have any ideas about anything you would like to be included in the training programme, the following people may be able to help.

Peter Foulsham, Democratic Services Manager

Phone: (01253) 887606

Email: peter.foulsham@wyre.gov.uk

Marianne Unwin, Democratic Services Manager (Temporary)

Phone: (01253) 887326

Email: marianne.unwin@wyre.gov.uk

Daphne Courtenage, Democratic Services Officer

Phone: (01253) 887476

Email: daphne.courtenage@wyre.gov.uk

George Ratcliffe, Assistant Democratic Services Officer

Phone: (01253) 887608

Email: george.ratcliffe@wyre.gov.uk

Any member of the Councillor Development Group

At the time of writing (March 2023), the members of the CDG are:

Councillor Ian Amos
Councillor Colette Birch
Councillor Sue Catterall
Councillor Paul Ellison
Councillor David Gerrard
Councillor David Henderson
Councillor Graham Holden
Councillor Cheryl Raynor
Councillor Holly Swales
Councillor Shaun Turner (Chair)
Councillor Lynn Walmsley (Vice Chair)



THIS IS AN EXAMPLE ONLY - IT WILL BE AVAILABLE FOR COUNCILLORS TO COMPLETE AND SUBMIT ELECTRONICALLY



Your Strengths and Development Record (SDR)

Instructions

What is the SDR?

Your SDR will help you to set out what it is that you would like to achieve over the coming months and years and whether you need any additional skills and knowledge to achieve those objectives. It will help you to plan your personal development in line with your responsibilities as a councillor, identify your existing strengths and may reveal areas that you might like to develop and improve.

Please fill in the SDR questionnaire carefully and identify any skills and knowledge that you need or would like to improve or develop further. You can talk to a senior councillor or a member of Democratic Services about it if you wish to.

We will use the information from all the completed questionnaires to establish the priority needs identified by the largest proportion of councillors so that we can provide appropriate development activities.

We will also use your completed SDR to try to satisfy where possible, any individual development needs that you have identified within the limited budget available.

Only you and the officers responsible for looking after your development needs as a councillor will see your SDR. If you want your political group leader to have a copy to help them to match skills to roles within the council, you will need to tell Democratic Services in writing.

What is the Wyre Councillor Skills Framework and why is it important?

While the main role of a councillor is to represent your local residents, councillors also have many other responsibilities and roles to play. The Wyre Councillor Skills Framework sets out the different skills and knowledge you need for each council committee and official role within the council.

If you look at the parts of the framework that apply to your current committee(s) and council roles while you fill in your questionnaires, it will highlight the knowledge and skills you need to fulfil those roles effectively and the areas that you might want to develop.

Reviews and evaluation

You should review your SDR every 12 months or so to make sure that you are getting the opportunities to develop yourself that you identified when you filled it in.

Equality of opportunity

All councillors are encouraged to complete a SDR as Wyre Council is committed to equality of opportunity and access to training and development for all our councillors. This means that you will receive equal treatment whatever your age, gender, sexuality, marital status, disability, race, religion, ethnic background or political affiliation, etc.

Strengths and Development Record

This is an easy to fill in self-completion questionnaire for you to assess your personal development needs. It will also help those council officers who are responsible for learning and development to identify councillors' common needs. No-one else will see it.

Name
Ward

How long have you been a Wyre councillor?

less than a year	1-4 years	more than 4 years
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

What is your current work time commitment (if any)? You may tick more than one option.

full time	part-time set hours	part time variable
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
self- employed	retired/ not working	carer/ other
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Your personal interests and aspirations

Excluding your role as a councillor, please describe in not more than 12 words your main vocation, activities or interests in life.

What are your personal aspirations for the future as a councillor (e.g. committee chair, portfolio holder, Leader of the Council, etc.)?

Transferable skills and knowledge

Other than anything provided by or gained within the council, please list and describe below

- any training and development you have had that would be transferable to your councillor role,
- any other experience, achievements and skills that are useful in your role as a councillor,
- any qualifications you have that are relevant to your councillor role.

Best times to attend courses and events (either in person or virtually)

What time of day is best for you to undertake any learning and development activities (you can tick more than one box)?

morning

evening

afternoon

no preference

on demand
(recorded)

Please tell us below, any regular times when you will **not** usually be available because of your work or your other life commitments.

Strengths and development areas

Please tick only those areas where you would like some support or development.

If you have any particular expertise or skills and knowledge that you would be willing and able to share with other councillors, please state that below and if appropriate, we will have a follow up conversation to discuss how it could benefit other councillors.

foundation skills	I would like support or development	policy and local government knowledge	I would like support or development
being an effective ward councillor		planning policy	
handling casework and helping residents		health and wellbeing	
time management		economic development	
computer and ICT skills		licensing policy	
council's Business Plan		practical skills	
understanding how the council works		chairing skills and participating in meetings	
overview and scrutiny		speed reading	
community engagement / knowing your community		dealing with the press and other media	
council finance (budget, treasury management, etc.)		public speaking and presentation skills	
meetings procedures and the Council's Constitution		connective skills	
code of conduct, standards and ethics		social media	
equality and diversity		influencing	
planning process		negotiating	
climate change		coaching and mentoring	
personal safety		partnership working	
safeguarding		reflective skills	
identifying and managing stress		dealing with conflict	
		emotional intelligence	

If you would like to contribute to helping other councillors acquire any of these skills or knowledge, please give details here:

Please specify any other subjects that would help you in your role as a councillor here:



Councillor Development Programme 2023/27

Wyre Councillor Skills Framework

Wyre Councillor Skills Framework



Image courtesy of 21st Century Councillor

Elected Member Roles and Responsibilities

The main role of a councillor is to represent your local residents but you will also have many other roles and responsibilities for each council committee and official role within the council.

The following Framework contains descriptions of all the different responsibilities and roles that you may undertake as an elected member, and the essential skills and knowledge that you will need to perform them effectively.

How to use the Framework

You should use the Framework to **identify the skills and knowledge that you need to develop** so that you can successfully carry out each role.

The first few pages apply to **all councillors** and they set out the regular activities that every elected member will perform and the particular qualities, knowledge and skills that all councillors need.

The rest of the descriptions, detail any **additional knowledge and skills** that you will need to carry out the responsibilities for the **specific positions** to which councillors can be appointed.

If you look at the parts of the framework that apply to your current committee(s) and council role(s) while you fill in your SDR questionnaire, it will highlight the knowledge and skills you need to fulfil those roles to the best of your ability and the areas that you might want to develop further.

Specific additional roles

The responsibilities of all of the following roles are included specifically in the Framework:

Scrutiny

- Scrutiny Committee and Task Group member
- Scrutiny Chair and Vice Chair (including Task Group Chair)

Regulatory/Quasi-Judicial

- Planning or Licensing Committee member
- Planning or Licensing Committee Chair

Other committees

- Chair of a committee that is NOT Scrutiny or Regulatory/Quasi-Judicial
- Standards Committee member
- Audit Committee member
- Employment and Appeals Committee member
- Employment Appeals Panel member

Executive

- Cabinet / Executive member
- Lead Member Supporting the Cabinet

Mayoral

- Leader and Deputy Leader
- Mayor and Deputy Mayor

Roles and responsibilities of all councillors

Representing and supporting communities

You are **expected to**

- represent the interests of the borough and your neighbourhood locally, regionally and nationally as an advocate for both your ward and Wyre as a whole,
- regularly attend any parish council and other community meetings that take place in your ward and provide a regular line of communication with the council for local people, including those who do not actively participate in community groups,
- inform residents and community groups about current and upcoming consultation exercises, encourage them to take part and tell them about the outcomes,
- represent the council within the community by talking to residents about the council's strategies, policies, services and procedures,
- undertake casework on behalf of residents and local organisations within your ward to resolve collective and individual concerns,
- provide the community with a voice by conveying your residents' needs to the council via the appropriate officers, Cabinet members, lead members and/or other councillors,
- provide community leadership locally by supporting and promoting active citizenship and encouraging people to take part in local groups and community action,
- promote community cohesion and tolerance and serve all your local community fairly and equally.

Making decisions and scrutinising council performance

You are **expected to**

- contribute to debate and discussions at Full Council meetings so that councillors are able to make informed and balanced decisions in the interests of all Wyre residents,
- participate fully in all committees, groups and panels to which you might be appointed to help ensure that decisions taken are responsible and sound,
- support and present your political group's policies if you are a member of a political party, whilst adhering to the principles of democracy and collective responsibility in decision-making,
- scrutinise the performance of council services and other public services to ensure that they are efficient and effective and provide good value for money for residents.

Values - internal governance, ethical standards and relationships

You are **expected to**

- understand and promote the council's core values as set out in the Business Plan,
- encourage and support good governance of the council and its affairs,
- commit to and endorse the principle of open and transparent government,
- engage in respectful, appropriate and effective working relationships with council officers,
- maintain the highest standards of behaviour in public office by adhering to the Councillors' Code of Conduct, the Protocol for Officer-Member Relations and commitment to the following "principles of high standards in public life":
 - selflessness,
 - integrity,
 - objectivity,
 - accountability,
 - openness,
 - honesty,
 - leadership.

You **will need to**

- develop and maintain a comprehensive knowledge of the local area,
- know about currently active community groups, organisations and local issues,
- have good communication, advocacy and interpersonal skills,
- be aware of the different roles of officers, councillors and outside agencies,
- build constructive relationships with residents, officers, partners and other councillors,
- have respect for, and a desire to work with, a variety of groups and individuals,
- be capable of presenting relevant and well-reasoned arguments to persuade others,
- set aside your personal and political views when necessary and act impartially,
- be competent when speaking in public and have suitable presentation skills,
- have effective listening and questioning skills.
- abide by the procedure rules for meetings set out in Part 4 of the council's Constitution,
- understand the strategic, policy, financial and service contexts of decisions,
- have an awareness of the contents of the council's Business Plan,
- access the council's IT systems regularly and read and respond to e-mails and other enquiries from residents within 48 hours,
- follow the Code of Conduct and the Protocol for Officer-Member Relations,
- understand and abide by the principles of high standards in public life.

Your personal development as a councillor

You will be **expected to** take part in appropriate briefings, training sessions and other learning opportunities to gain and improve any skills and knowledge you need to undertake your roles, in order to increase your effectiveness as a councillor.

You **will need**

- to regularly assess your own development needs as a councillor,
- the desire to develop yourself in your councillor roles,
- to take advantage of learning and development opportunities,
- to develop your skills and knowledge to their fullest potential,
- effective time management skills.

Representing the council on outside bodies

If council appoints you to an outside body, you will be **expected to** act as its representative and advocate, promoting common interest and co-operation for mutual benefit, on one or more of the following

- local outside bodies,
- local partnership bodies,
- national bodies and at national events.

Non-Executive councillors

Any non-Executive councillor **may**

- participate in task group activity,
- be actively involved in other scrutiny work,
- attend and contribute to meetings of the Overview and Scrutiny Committee (O&S),
- suggest items for consideration by O&S.

Overview and Scrutiny (O&S)

O&S Committee (and/or Task Group member)



Illustration by kind permission of Rupert Besley

A member of the O&S Committee, will be expected to

- participate constructively in meetings of the committee,
- identify topics for and help deliver the Scrutiny Work Programme ,
- challenge and question to ensure the council delivers effective services for all its residents,
- participate in associated task groups to which you are able to commit your time.

You will need a reasonable knowledge and understanding of

- the scrutiny remit and role,
- the council's overview and scrutiny practices and procedures,
- the concepts of best practice and value for money,
- national and local legislation and policy (including treasury management),
- arrangements for call in and for questioning executive members,
- the principles and practice of performance management,
- the council's performance management arrangements and systems,
- an understanding of the community leadership role,
- the individuals and organisations that make up the community, especially those who do not regularly engage with the council.

You will need the following skills

- ability to interpret information and data from a range of sources,
- very good listening and questioning skills,
- ability to evaluate and challenge existing policies,
- be prepared to challenge ideas and contribute positively to policy development,
- ability to analyse data and monitor performance and the delivery of the Business Plan,
- ability to work with all members of the community and council officers and build understanding and ownership of scrutiny.

Reviewing and developing policy. You will be **expected to**

- assist in the creation, development, improvement and refinement of council policy,
- act objectively and on the basis of evidence rather than simply adhering to the strictures of legislation or political priorities,
- assess and be prepared to challenge the impact of the policies currently being pursued.

Promoting the work of scrutiny. You will be **expected to**

- promote the role of scrutiny within and outside the council, developing effective internal and external relationships,
- demonstrate an objective and evidence-based approach to scrutiny,
- add value to the decision-making and service provision of the authority through effective and challenging scrutiny.

Holding the Executive to account. You will be **expected to**

- scrutinise decisions taken and proposed by the Cabinet, individual Portfolio Holders and officers under delegated powers,
- review the Schedule of Executive Decisions on a regular basis,
- when necessary, request that a Portfolio Holder attend a meeting to answer questions or even consider the option of “call-in” of a decision.

Monitoring performance and service delivery. You will be **expected to**

- monitor the performance of internal and external service providers against standards, targets and best value criteria,
- contribute to the identification and mitigation of risk,
- investigate and address the causes of poor performance,
- undertake detailed reviews of specific activities or services.

Community leadership. You will be **expected to**

- use scrutiny as a means to address community issues and engage the public,
- encourage stakeholders to participate in the work of the authority,
- develop locally viable and acceptable policy solutions,
- build a dialogue around priorities, objectives and performance, among communities and stakeholders,
- consider and propose responses to national and local consultations.

Scrutiny Chair (and Vice Chair)

You will be expected to

- promote the role of scrutiny both within and outside the council and liaise effectively within the council and externally with the council's partners,
- identify relevant community based issues for scrutiny and develop a balanced scrutiny work programme in conjunction with the scrutiny officer,
- ensure the work programme takes account of relevant factors such as the council's strategic priorities and risks, and issues of community concern,
- demonstrate an objective and evidence based approach to scrutiny,
- evaluate the impact and added value of scrutiny activity and identify areas for improvement,
- inspire and enthuse the Overview and Scrutiny Committee and encourage high performance from all committee members in both committee work and task groups,
- assess individual and collective performance within the committee, identify any training and development needs and procure appropriate learning and development opportunities,
- manage the progress of business at meetings, ensuring that meeting objectives are met, and the code of conduct, standing orders and other constitutional requirements are adhered to,
- ensure that all participants have an opportunity to make an appropriate contribution,
- liaise with officers, other members and community representatives to resource and deliver the work programme,
- act as a focus for liaison between the council, community and external bodies in relation to scrutiny and build understanding and ownership of the scrutiny function within the community,
- fully involve external stakeholders for example, service users, expert witnesses and partners in scrutiny activity,
- submit periodic progress reports to council and respond to questions and comments, in accordance with the council procedure rules,
- ensure that the work programme is delivered.

You will need in depth knowledge and understanding of

- the council role and functions,
- the role of scrutiny, the role and terms of reference of the committee, the role of the chair and other aspects of the democratic arrangements,
- the role of the scrutiny officer,
- the council's priorities and risks,
- local issues, community issues and expectations,
- meeting protocols, code of conduct, standing orders and other constitutional requirements and the ability to apply them effectively,
- the community leadership role,
- the individuals and organisations that make up the community, especially those who do not regularly engage with the council.

You will need the following skills and abilities

- development of work programmes,
- project management,
- pre-meeting preparation and organisation,
- management of people and resources,
- objectivity,
- prioritising,
- chairmanship,
- ability to follow the agenda, progress business effectively and facilitate effective discussions,
- negotiation and consensus-building,
- good communication skills and ability to report to different groups in a style appropriate to the audience,
- sound listening and questioning skills.

You will need

- to build effective relationships with council officers, other councillors and members of the community, based on mutual trust,
- to promote a wider understanding and ownership of scrutiny,
- to maintain a constructive and 'critical friend' relationship with the Executive.

If you take on the time-limited role of a Task Group Chair, you will also require most of the skills and abilities listed above.

Regulatory/Quasi-Judicial

Member of Planning or Licensing Committee



As a member of a regulatory committee, you will be expected to

- participate effectively in meetings of the committee, ensuring that both local considerations and policy recommendations are balanced to contribute to effective decision making,
- make informed and balanced decisions, within the terms of reference of the committee, which accord with legal, constitutional and policy requirements,
- ensure the integrity of the committee's decision making and of your own role by adhering to the Code of Conduct and other constitutional and legal requirements.

You will need a knowledge and understanding of

- law, policy and procedures for planning or licensing as appropriate,
- sufficient technical, legal and procedural knowledge to contribute fairly and correctly to the function of the committee,
- the quasi-judicial nature of regulatory committee decision making,
- the respective roles of members, officers and external parties operating within the regulatory committee's area of responsibility.

You will need the following skills and abilities

- integrity and the ability to set aside own views and act impartially,
- to listen and to consider and respect the views of other contributors,
- to be thorough and objective when receiving and responding to professional advice in the conduct of meetings and individual cases/applications before the committee,
- objectivity and clear judgement.

Chair of Planning or Licensing Committee

You will be expected to

- provide confident and effective management of meetings to facilitate inclusivity, participation and clear decision making,
- ensure that applicants and other interested parties are satisfied as to the transparency of the regulatory process,
- demonstrate integrity and impartiality in decision making in accordance with legal, constitutional and policy requirements,
- act within technical, legal and procedural requirements to oversee the functions of the committee fairly and correctly,
- ensure thoroughness and objectivity in the committee, receiving and responding to professional advice in the conduct of meetings and in considering individual cases/applications,
- act as an ambassador for the regulatory committees, facilitating understanding of the role.

You will need in depth knowledge and understanding of

- the council's regulatory role,
- local issues,
- the regulatory framework,
- the relevant code of conduct and protocols and the ability to champion them,
- licensing or planning policy as appropriate.

You will need the following skills and abilities

- to be able to inspire and enthuse committee members for the work of the committee,
- to observe and assess the performance of the committee, identify any training and development needs and arrange for suitable development opportunities to be provided,
- excellent communication skills,
- to conduct meetings in such a manner that participants feel that they have been dealt with fairly and fully even if the committee's decision has gone against them,
- to manage the committee and ensure that stake holders are aware of its role.

Standards Committee member



You will be **expected to**

- promote and maintain high standards of conduct by councillors and co-opted members,
- monitor and advise members on the observation of the Members' Code of Conduct,
- monitor and review the effectiveness of the Member/Officer and other relevant protocols,
- consider reports from the council's Monitoring Officer on allegations of breaches of the council's Code of Conduct,
- conduct hearings into complaints against councillors where an initial investigation has found a hearing to be warranted,
- carry out the above roles in relation to Parish Councils in the Borough,
- maintain an overview of the council's Whistleblowing Policy,
- demonstrate leadership on governance and ethical standards issues and have exemplary personal behaviour.

You **will need** a knowledge and understanding of

- the role and terms of reference of the committee,
- the Members' Code of Conduct and relevant member protocols,
- regulations and procedures relating to the conduct of hearings of complaints against individual councillors,
- parish councillor roles and responsibilities.

You **will need** to be able to

- understand and interpret complex regulation and procedures,
- act objectively on the basis of evidence.

Audit Committee member

You will be expected to

- review the effectiveness of the council's internal audit procedures,
- oversee arrangements for both internal and external audit of the council's accounts and records,
- ensure that effective and transparent governance arrangements are in place and that resources are used effectively,
- review the council's Risk Management Policy and contribute to the committee's role in ensuring that adequate controls are in place to mitigate risks,
- approve policies in relation to compliance with the Data Protection Act and Regulations made under the Act,
- consider any specific matters which have been the subject of an audit report,
- review the council's Financial Regulations and Financial Procedure Rules,
- monitor the council's Anti- Fraud, Corruption and Bribery, Whistleblowing, Gifts and Hospitality and Registering Interests and Anti- Money Laundering policies,
- consider key audit documents and systems, including:
 - the council's Annual Internal Audit Plan and progress reports,
 - Management Representation Letter, Annual Audit Letter and any other statutory report of the external auditor,
 - the council's Annual Governance Statement,
 - the council's Statement of Accounts,
 - any internal audit report referred to the committee,
 - the effectiveness and adequacy of any response by an elected member or officer of the council to an internal or external audit,
 - the council's systems of control and arrangements to prevent fraud and corruption.

You will need a knowledge and understanding of

- the role and terms of reference of the committee,
- risk management principles, including the identification and minimisation of risks.
- audit principles and good practice,
- the council's audit processes and control systems,
- the council's audit planning process,
- local government finance and the council's financial and accounting systems,
- current guidance issued by the Audit Commission, the Chartered Institute of Public Finance and Accountancy and any other appropriate regulatory body.

You will need to be able to

- act objectively on the basis of evidence,
- understand and interpret complex financial and other information and data.

Employment and Appeals Committee member

You will be **expected to**

- review the suitability and fairness of proposed changes to the council's human resource policies and working arrangements and the introduction of new policies,
- consider and make decisions on any matters relating to additions and amendments to the council's human resource policies,
- consider and, if necessary, make recommendations to the council on policies that affect the terms and conditions of employment for council officers,
- consider and, where appropriate, make recommendations to the council on matters relating to pensions and gratuities and retirement pay policy,
- attend the relevant training courses that will permit you to participate in the consideration of appeals against dismissal, grading and grievances by employees.

You will need a **reasonable** knowledge and understanding of

- the role and terms of reference of the committee,
- employment best practice and employee relations,
- the organisational needs of the council,
- the wide range of roles of the workers employed by the council,
- the statutory rights and entitlements of council employees,
- the Local Government Pension Scheme.

You **will need to**

- act impartially and objectively on the basis of guidance provided by the council's advisors on human resources,
- consider matters from a non-partisan / non-political viewpoint,
- take into consideration the operational needs of the council.

Employment Appeals Panel member and chair

The chair will need a knowledge and understanding of the council's Grievance Procedure and the procedures to be followed at the appeal hearing.

All panel members will need

- to have attended relevant training courses which permit you to participate in the consideration of appeals against dismissal, grading and grievances by employees,
- good questioning skills,
- the ability to weigh the evidence submitted by the council's management representative(s) and appellant objectively and impartially on the basis of the guidance provided by the advisor on human resources and arrive at a considered decision.

Committees other than Scrutiny or Regulatory



Chair

You will be **expected to**

- provide confident and effective management of meetings to facilitate inclusivity, participation and clear decision making.

You **will need** the following skills and abilities:

- pre-meeting preparation and organisation,
- objectivity,
- chairmanship,
- ability to follow the agenda, progress business effectively and facilitate effective discussions,
- good communication skills,
- sound listening and questioning skills.

You **will need** a knowledge and understanding of

- the role and terms of reference of the committee.

Cabinet / Executive member / Portfolio Holder



You will be **expected to**

- be the principal political spokesperson for the council on the activities within the portfolio,
- give political direction on the areas of activity included within the portfolio,
- gain the respect of relevant officers and to provide support to officers in the implementation of programmes within the portfolio,
- provide leadership on activities included within the portfolio,
- be accountable for choices and performance in the portfolio,
- have an overview of the performance management, efficiency and effectiveness on services and activities covered by the portfolio,
- make executive decisions within the portfolio,
- work with officers to formulate policy documents both strategic and statutory,
- ensure that the political will of the majority is carried to and through the Cabinet,
- provide assistance in working up and carrying through a strategic work programme both political and statutory,
- carry out consultations with stakeholders as required,
- submit a progress report to each ordinary meeting of the full Council and respond, in accordance with the Council Procedure Rules, to questions and comments,
- report as appropriate to the Leader, Cabinet, appropriate Overview and Scrutiny committees, regulatory bodies and the media,
- be the principal political spokesperson for the portfolio,
- provide information to and attend meetings of Overview and Scrutiny Committees or Task Groups, if requested,
- to show an interest in and support for the portfolios of other Cabinet members,
- to recognise and contribute to issues which cut across portfolios or are issues of collective responsibility,
- to give leadership to local partners in the pursuit of common aims and priorities,
- to negotiate and broker in cases of differing priorities and disagreement,
- to act as a leader of the local community by showing vision and foresight .

You **will need** a knowledge and understanding of

- the law, national policy framework, and current issues relating to the services and activities included within the portfolio,
- the council's strategy, policies, priorities, operations and activities,
- relevant issues and who to involve in decision making,
- Knowledge of council and national objectives.

You will need

- leadership skills,
- public speaking skills,
- good presentation skills,
- high level communication and reporting skills,
- the ability to persuade others,
- to be able to present to others,
- to exercise strategic awareness and judgement,
- to constructively challenge decisions and suggest alternatives,
- confidence and ability to contribute to discussion and resolution of cross cutting and collective issues,
- Inter-personal skills and teamwork,
- adaptive leadership skills,
- negotiation and brokerage skills,
- creative and lateral thinking skills,
- forward planning skills.

Lead Member supporting the Cabinet

The Leader can appoint Lead Members who have special responsibilities that cut across portfolios.

You will be expected to

- maintain knowledge and awareness of current activities and developments in relation to your portfolio,
- liaise with Cabinet and the responsible officer contact in the implementation of programmes within the portfolio,
- communicate and represent to Cabinet, the views of non-Executive Councillors on all matters relating to your portfolio,
- assist Cabinet in promoting the efficient and effective delivery of the relevant services within the approved budgets,
- provide any other assistance, advice and support members of the Executive may from time to time require,
- respond to and assist the Overview and Scrutiny Committee or task groups as required,
- submit progress reports to ordinary meetings of the Full Council in rotation with other Lead Members and respond to questions and comments.
- report to the Executive when required,
- if requested by the Executive, lead for the council politically and publicly on your portfolio in external dealings and relationships, including with the media.

Leader of the Council (and Deputy Leader)

You will be expected to

- be a political figurehead for the Council and to be the principal political spokesperson for the Council,
- provide leadership in building a political consensus around council policies
- form a vision for the Council and community,
- provide strong, clear leadership in the co-ordination of policies, strategies and service delivery,
- assign Cabinet members to Portfolio roles,
- designate the Deputy Leader,
- allocate roles to Lead Members,
- maintain a list setting out responsibilities for Executive functions,
- represent the Authority to a high standard,
- be a strong, competent and eloquent figure to represent the Council both within the Borough, the County and at external bodies,
- provide leadership and support to local partnerships and organisations,
- represent the Council in regional and national bodies as appropriate,
- ensure the effective running of the Cabinet,
- ensure the work of the Cabinet meets national policy objectives,
- advise and mentor other Cabinet members in their work,
- chair meetings of the Cabinet in line with the Constitution,
- work closely with other Cabinet members to ensure the development of effective council policies, the budgetary framework for the Council, and the delivery of high quality services to local people,
- accept collective responsibility and support decisions made by the Cabinet once they have been made,
- liaise with the Chief Executive, Corporate Directors, and other appropriate officers, on a regular basis,
- chair meetings of the Management Board,
- work with employees of the Council in relation to the strategic vision and direction of the Council, the management roles of officers and the development of policy issues,
- give leadership to local partners in the pursuit of common aims and priorities,
- negotiate and broker solutions in cases of differing priorities and disagreement,
- act as a leader of the local community by showing vision and foresight.

Deputy Leader

- To fulfil the duties of the Leader in his or her absence,
- To assist the Leader in specific duties as required.

You will need

- knowledge of community strengths, areas of improvement and key issues.
- an understanding of the relationship between national and local politics,
- a good strategic awareness of issues facing the Council,
- An understanding of the Council's strategy, policies and operations,
- Good inter-personal, communication skills and leadership skills,
- an understanding of the provisions in the Constitution for the allocation of responsibilities to Cabinet Members,
- an ability to promote and develop team working,
- to appraise, guide and mentor senior members,
- high level communication skills to communicate to the media, local community and wider audience,
- good public speaking skills,
- an understanding of the Cabinet Procedure Rules,
- chairing skills, including encouraging participation from all members,.
- a knowledge and understanding of national policy objectives,
- an overview of the work being carried out by Cabinet members,
- the ability to constructively challenge decisions and suggest alternatives,
- an understanding of the roles and responsibilities of the Managing Director and other officers,
- commitment to partnership working,
- adaptive leadership skills,
- negotiation and brokerage skills,
- creative and lateral thinking skills,
- forward planning skills.



Mayor (and Deputy Mayor)

The council's current convention is to offer the role of Mayor to the longest serving councillor who has not previously served in that role. The Mayor nominates the councillor he/she would like to serve as Deputy Mayor.

You will be **expected to**

- as the ceremonial head of the council, to be non-political and uphold the democratic values of the council,
- represent the council at civic and ceremonial functions,
- attend local community events and engagements in response to invitations,
- help organise and to attend fund raising events in support of a nominated charity,
- represent the authority to a high standard at local, county, regional, national events,
- preside over local meetings which are chaired by the Mayor,
- preside over meetings of the council, so that its business can be carried out efficiently, effectively and fairly,
- ensure the council conducts its meetings in line with the council Procedure Rules in Part 4 of the council's Constitution,
- ensure that the Constitution is adhered to and, if necessary seek the advice of the Chief Executive, the Monitoring Officers and/or the Chief Financial Officer and to rule on the interpretation of the Constitution.

You **will need**

- good inter-personal skills,
- good public speaking skills,
- an in-depth understanding of the role of the Mayor,
- chairing skills, to ensure business is carried out efficiently, effectively and fairly,
- an understanding of the council Procedure Rules,
- an understanding of the council's Constitution,
- an understanding of when to seek the advice of Chief Executive, the Monitoring Officer and/or the Chief Financial Officer on issues relating to the Constitution,
- an understanding of the roles of officers, members and different agencies,
- respect for, and desire to work with, different groups and individuals,
- knowledge and understanding of the members Code of Conduct and the member/officer Protocol,
- knowledge and commitment to the principles of high standards in public life.

The role of the Deputy Mayor is

- to fulfil the duties of the Mayor in his or her absence,
- to assist the Mayor in specific duties as required.