



L E A R N I N G














T O B U I L D

E X C E L L E N C E

I N W Y R E

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Introduction from the Leader and the Chief Executive



Wyre Council is fully committed to continuous improvement, innovation and the best possible value in the services we provide. We encourage every councillor and all council employees to make every effort to develop themselves to their full potential. To ensure our elected members have the skills they need to help them provide the best possible services for the people of Wyre, we provide a programme to support and develop our councillors.

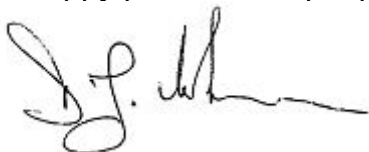
Any profession where you will be responsible for allocating a multi-million pound budget, would usually require something like a Master's Degree just to get an interview. By contrast, you do not need any formal qualification whatsoever to become a councillor. Anyone who is eligible can stand for election and if elected will become responsible, as the temporary employers of hundreds of people who carry out the council's work on its behalf, for hugely important decisions on how the council's budget is spent.

These decisions have a massive impact, affecting more than 100,000 Wyre residents, hundreds of companies that are based in the borough and all the tourists and businesses that we hope to attract to Wyre. They directly affect people's lives and the purpose of the Councillor Development Programme is to help councillors increase their knowledge and give them all the professional skills they need to carry out their role effectively.

Learning and development opportunities are available to all councillors, whether newly elected or with vast years of experience. It is essential to have wide range of knowledge *and* the skills to apply it and in the fast-changing world we find ourselves in, it is vital that councillors constantly update their knowledge and learn the new skills necessary to enable them to play an effective role in local government in the 21st century.

Wyre's **Exemplar** rated **Councillor Development Programme** is widely acknowledged as one of the finest in the country and all councillors who choose to engage fully with it and take advantage of the many opportunities that we offer, will be provided with everything they need to help them to improve the lives of the people they represent.

Wyre Council is proud to be learning to build excellence in our councillors making Wyre a healthy and happy place where people want to live, work, invest and visit.



**Councillor David Henderson,
Leader of the Council**



Garry Payne, Chief Executive

Our Statement of Intent

Wyre Council signed up to the Charter for Elected Member Development in 2000 and the Charter remains the benchmark against which our councillor development programme and those of all local authorities are measured. Wyre's Leader and Chief Executive fully support our continued intent to meet and exceed the Charter standards.

Wyre achieved the standards of the Charter for Elected Member Development in 2008. In 2010 we became one of the first councils in the country to be presented with a new higher level of the Charter - the Exemplar Standard (Charter Level 2), which remains the highest award available for councillor development.

This is a restatement of our continued intention to offer and where possible exceed the standards of councillor development opportunities appropriate to Charter Level 2.

Our Declaration of Commitment

Wyre Council is committed to the development of our elected members and fully understand the need for continuous improvement to satisfy the needs of our community.

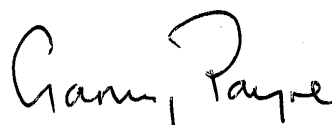
To help councillors play their vital role in the modernisation of local government we will continue to support our councillors by providing opportunities for ongoing learning and improvement in line with best practice and new developments.

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 remodelled below:

- 📖 to have a Statement of Intent (reproduced above),
- 📖 to have a strategy to meet the training and development needs of elected members,
- 📖 to implement the strategy locally through the Councillor Development Programme,
- 📖 to have a process to identify individual development needs with members (Strengths and Development Records),
- 📖 to have an Councillor Development Officer to assist councillors and committees in identifying their needs and to provide resources and information, and
- 📖 to ensure that all councillors are kept informed of available training and development opportunities.



**Councillor David Henderson,
Leader of the Council**



Garry Payne, Chief Executive



L E A R N I N G

T O B U I L D

E X C E L L E N C E

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Councillor Development Programme 2019/23

About this programme

About our Councillor Development Programme

What is the purpose of the Councillor Development Programme?

All of the key roles you could have as a Wyre councillor are set out in the Wyre Councillor Skills Framework appended to this programme. It describes the relevant skills and knowledge that councillors who have held all those roles in the past consider you will need to be effective in those roles. The Councillor Development Programme sets out how we can help you to acquire the necessary skills and knowledge. You will see that it is not just a series of classroom style training sessions, briefings and workshops and, however you prefer to learn, we have something that will help you to improve.

How does the programme work?

The programme is split into four stages beginning with Stage 1 - help for newly-elected and inexperienced councillors - and progressing to the most experienced councillors (Stage 4). 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. Newly elected councillors are expected to pass through the first three stages during a full four year term of office and many will reach Stage 4.

The programme covers the following stages:

1. the 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

Although the subjects covered in Stages 1 and 2 are aimed at newer councillors, all members can attend any event at any stage. The programme is flexible so that you can choose whatever suits your individual needs, preferences, knowledge and experience at any time. For example, many advanced councillors (“grandmasters”) still find it useful to refresh their knowledge by attending Stage 1 and 2 events.

When and where will learning sessions be held?

Whenever possible, we try to hold most of our development sessions in the evenings on weekdays to give all councillors, including those who work, the opportunity to attend.

Occasionally, a crucial training facilitator may not be able to provide sessions in the evenings or a course might take half a day or more to complete so sometimes there is no alternative other than to hold the event during standard working hours. Some (usually external) courses last a full day or more but are often worth the effort if you are able to attend them. If a course is being run externally then we may not have any say at all in when it is held. In those instances, we will always strive to give sufficient notice of the event so that if you have other commitments and would like to attend, you will have the opportunity to make suitable arrangements with your employer to take time off.

Events that we organise are almost always held at the Civic Centre. Where it is a neighbouring authority or another organisation offering places to Wyre councillors at their events, the venues will vary.

How will I find out about training?

Every week, you will receive a “Bulletin” email with details of the sessions you are able to attend in the next few weeks and details of external courses. The CDO will also email invitations and posters for internal events are displayed along the Civic Suite corridor.

Do I have to attend all the events in the programme?

Not at all. In fact no-one is likely to be able to attend every session we offer and not everyone will wish to attend all of the events. The development opportunities we offer cover pretty much all of the possible responsibilities that you could be given and it is very unlikely that any councillor would require all of the training that will be available.

Does the programme list every learning opportunity that is available?

No. There will be plenty of other development opportunities that are not covered by this programme that you can take up. These could include:

briefing sessions

We hold regular briefings for councillors on topical subjects, often held immediately before Full Council meetings to make it easier for you to attend. You will hear about them with plenty of advance notice through the weekly Bulletin email, occasional flyers and emails and make sure you keep an eye out for posters along the Civic Suite.

officer training

The council holds training sessions for employees (officers) on relevant topics and you will be welcome to attend if there are spare places. If you hear about a course for council staff that you would like to attend, contact the CDO who will confirm with the organiser whether there are any places available.

courses run by outside organisations

We regularly get invitations for councillors to attend external courses and seminars run by external organisations such as neighbouring authorities, North West Employers, Local Government Association (LGA), etc. Where attendance is free and local, all councillors will receive invitations. If there is a cost to attend or travel outside the NW is involved, it may be subject to your role, the budget and other considerations.

role-specific training

Specific training and briefings will be provided for any particular roles you have in Planning, Licensing, Appeals, Standards, Scrutiny, etc. or, if you are a Portfolio Holder or Lead Member supporting the Cabinet, your individual portfolio.

external courses, books, dvds, online courses

If you come across an external course or a book, DVD, CD or online e-learning course that you feel would help you as a councillor, contact the CDO to find out whether we can fund your attendance and if it would be of benefit to other councillors, purchase it or if it is a course, run it in house. Each request will be treated on its own merits, subject to budgetary considerations and the criteria set out on the next page.

Get in touch! If there are any other learning or development needs that are not covered by the programme, the CDO will be happy to talk to you about it.

Equality of opportunity

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

Who will decide which courses I can go on?

What you can attend will depend on what would be appropriate to you and the overall cost (including travel and accommodation if appropriate). There are no criteria that will apply in all circumstances and in many cases the CDO will simply make an informed decision based on the individual merits of each request, taking into account the remaining budget and the guidelines set out below about the overall cost of attending.

Cost and distance

Unless places are limited and another councillor for whom it would be more appropriate (e.g. a relevant portfolio holder) would be prevented from attending, if you wish to attend a course in the north west that is free or at a reasonable cost (£150 or less), then the CDO will most likely approve your request. Preference must be given at all times to the councillors for whom an event is most relevant. Where a large number of councillors express an interest in attending an event, we would consider whether it would be more cost-effective to have the provider present the event in house at the Civic Centre instead.




Councillors are notified of LGA programmes and events via the weekly “Bulletin” email and many of those courses are appropriate to councillors who are NOT in “leadership” roles. The LGA also provide a six day Leadership Academy, which is costly but provides excellent value for money for councillors who are in a “leadership” position (generally Leader, Leader of the Opposition, portfolio holder, chairman or lead member). Councillors who are not in “leadership” positions are not eligible to attend the Leadership Academy (unless they are “in line for promotion”). Other places at *subject specific* LGA Leadership events are often appropriate to other councillors such as the Young Councillors Weekender, etc. You may be sent a targeted email if you are eligible for one of these.

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 concerns a more specialised subject, the CDO may need to discuss any training request with the relevant director or another specialist officer with expertise in the area. In some cases, the CDO may also ask the Councillor Development Group (CDG) to take a decision or if timescales do not permit, seek the advice of the Chairman of the CDG.

Sharing the knowledge

We rarely ask attendees to disseminate to other councillors what they have learned at courses, conferences or seminars because

-  councillors will often have been given the opportunity to attend the event themselves and chose not to,
-  councillors may be less inclined to attend a briefing given by another councillor, particularly if they belong to a different political party,
-  there is no guarantee that information delivered by a councillor after attending an event will be as it was intended by the event facilitator.

If we do feel that it is 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 cross-party Councillor Development Group (CDG) meets about four times a year to discuss councillor development issues and may schedule additional meetings if necessary to talk about specific concerns that may arise.

If you have any suggestions for improvements to Wyre's Development Programme, you can pass them to the CDO or one of the members of the CDG for discussion at a meeting or you are welcome to attend and contribute to discussions at the meetings.











Who sits on the CDG?

The CDG is non-political and cross-party and is only subject to statutory political balance rules for the purposes of assigning members. CDG meetings are not open to the public and agendas and notes of the meeting are not publicly available on the council's website however any councillor is welcome to attend.

Members are nominated and appointed to the CDG at the council's Annual Meeting and at least one member of the CDG will be on the Cabinet, currently the Leader. The full membership was agreed by Council at the 2019 Annual Meeting and is listed on page 46.

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 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 continue to maintain the high standards commensurate with Level Two (Exemplar) of 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 CDO, the Service Director Performance and Innovation or the relevant Portfolio Holder.

Mentors - our darling buddies of May (or whatever month someone new gets elected)



When you start any new role, you do not want to be simply thrown in at the deep end so having a mentor or “buddy” can make a huge difference to how quickly and easily you settle in. Mentoring is informal and complements the induction programme of training and briefing sessions that the council provides to help new councillors.

What is mentoring?

Mentoring is where an experienced councillor acts as a “buddy” to one or more new councillors and helps them to get a grip on their new role in their early days of office.

Why do we need mentors?

Combined with the events on the Induction Timetable, mentors can ensure that new councillors are confident to carry out their duties and responsibilities as councillors more quickly.

Who can be a mentor?

In Wyre, the leaders of the political groups have agreed to allocate mentors to newly elected councillors within their group and potentially, to independent councillors or members of minority parties. Mentors should be experienced councillors who have confirmed that they have the time and willingness to take on the role and who the group leader believes would be good at mentoring. All mentors should

- have sufficient knowledge and experience to help new members,
- be approachable, reliable, friendly, patient and tolerant and a good listener,

What is a mentor expected to do?

The mentor should

- 📖 talk to the new councillor to discover the level of his or her knowledge,
- 📖 provide useful information about how the council works and 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!



What subjects will the mentor be expected to cover?

It will all depend 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 once in a while. There is no predefined schedule to keep to or particular subjects that we expect to be covered during mentoring.

Some helpful 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 where senior officers and democratic services staff work. Meet with the party whip to go through party procedure

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

If possible, take them through previous agendas and minutes, show them how to find agendas, reports and minutes online and how to access archived papers on the Intranet. 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

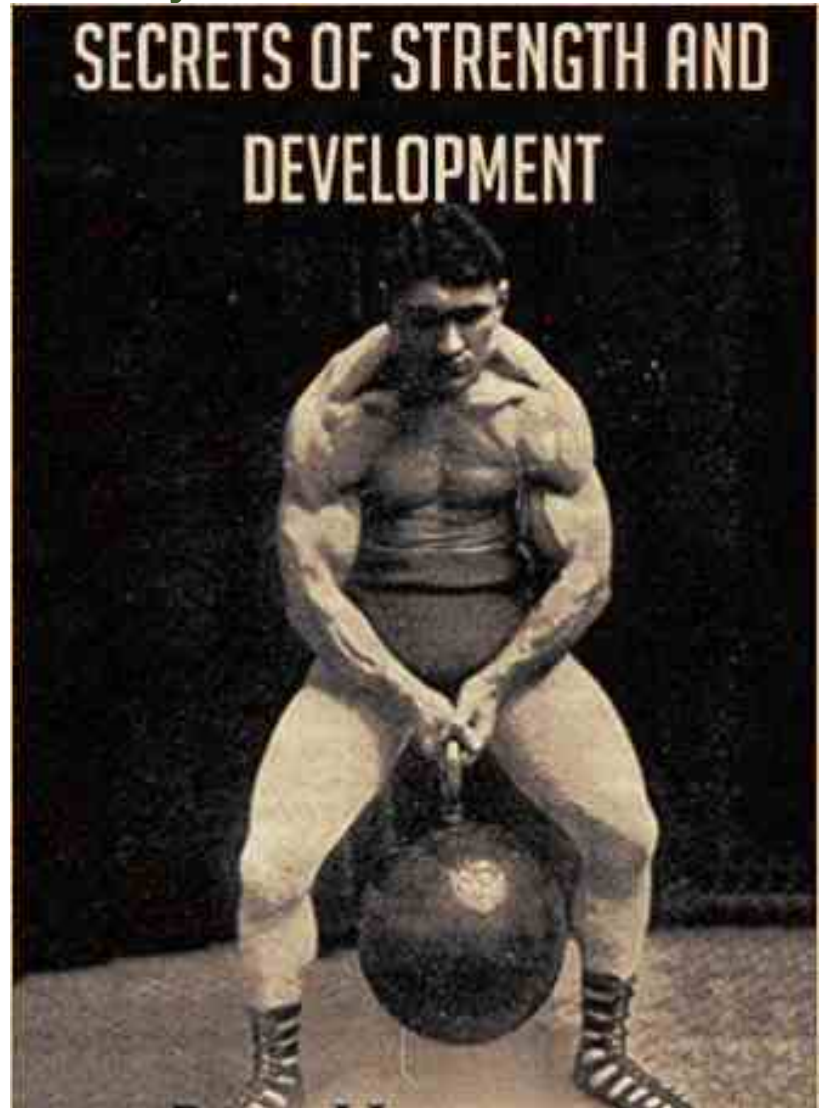
Have a quick read of the procedure rules first to ensure that you know them yourself!

Surgery 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 to speak to.

Tell your mentee about the “obvious” stuff like filling in the travel and subsistence claim forms and how to submit apologies for meetings!

Your Strengths and Development Record and the Wyre Councillor Skills Framework



The CDO will ask you to complete a Strengths and Development Record (SDR) questionnaire a few months after you were elected. It will help you discover areas where you may have knowledge gaps or may highlight skills that you wish to develop further. When every councillor has completed a SDR, we can make sure that development events are organised around the needs that have been most identified and ensure that the opportunities available will satisfy those needs.

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 do (see next page). Both the discussion and your completed SDR will be strictly confidential and will be seen only by the officers responsible for your development as a councillor. If you want your political group leader to have a copy of your SDR to help them to match your skills to particular roles within the council, talk to the CDO about how you want this to be done.

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 CDO to target the development programme in order to try to fulfil the majority of councillors' training needs.

It can also set out what it is that you would like to achieve over the coming months and years. This will help you decide whether you need any additional skills and knowledge to achieve your objectives and it will help you to plan your personal development in line with your responsibilities as a councillor.

An example of a blank SDR questionnaire is on pages 15-20.

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 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 (see Appendix).

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 highlight the knowledge and skills you need to fulfil those roles effectively and the areas that you might want to develop.

Reviewing your SDR






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. Annual reviews may be instigated by your political group if you belong to one or the CDO may remind you when it's time to review your SDR.

Strengths and Development Record Discussions and Reviews

The questionnaires have been designed so that you can fill them in easily on your own. We do not expect you to talk about your political and other ambitions you have over the coming months and years or discuss your development needs with anyone else if you do not wish to.

If you do want 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 from your own political group or talk to the CDO.

If you decide you want to discuss your SDR, you might want to talk about:

-  what you feel you have achieved or have helped to achieve in your ward and in the wider community so far,
-  whether you benefited from training and development sessions in the last 12 months,
-  your self assessment against the Wyre Councillor Skills Framework,
-  what you hope to achieve over the next year or more,
-  training and development activities that will help you in your various councillor roles.

Before the discussion you may want to make a note of things that you've done as a councillor that you feel have gone particularly well or not so well. This may not apply if you are a new councillor and it is your first SDR.

After the discussion, your interviewer should help you to finalise the SDR and give you a copy to keep for your own records and you should give a copy to the CDO to retain on file.

Confidentiality

Any discussion about your self-assessment of skills and any development needs that you talk about with your interviewer should be in complete confidence. Your completed SDR will be kept securely within Democratic Services and only the officers responsible for your development as a councillor will have access to it to use the information for organising training and development sessions.

Training as a result of your SDR

When discussing how your development needs can best be met, the council has to take the annual training budget and overall councillor needs into account and in some cases it may not be possible to justify funding some individual development activities. The information from all individual SDR questionnaires will be collated and the most commonly identified needs will be given priority when providing development events.

Reviews and evaluation

Things change... and you should review your SDR annually. It will help you to see any development needs that were identified in your last SDR and assess whether your needs have been catered for and may also identify any new requirements. It is important for your own personal benefit and that of the council that you regularly assess your development needs. Regular reviews will also help the council to evaluate its investment in councillor training.



EXAMPLE

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Your Strengths and Development Record

Instructions

Fill in the Strengths and Development Record (SDR) questionnaire and identify any skills you would like to develop further and any knowledge or skills that you need or wish to improve. You can talk to a senior councillor or the Councillor Development Officer about it if you wish to.

The information from your completed questionnaire will then be used to establish the priority needs identified by the largest numbers of councillors. This forms the basis of future Councillor Development Programmes.

Your completed SDR will also be used to help satisfy any individual development needs that you have identified, provided that we can do so within the limited budget available.

No-one other than yourself and officers responsible for your development 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 need to tell the CDO in writing.

What is my SDR?

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

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, you 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 (see Appendix).

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. Annual reviews may be instigated by your political group if you belong to one or the CDO may remind you when it's time to review your SDR.

Equality of opportunity

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



Strengths and Development Record 2019

This is for self-assessment, personal development and to help the council to identify common learning and development needs.

Only the council officers responsible for development will see this.

Name
Ward

How long have you been a councillor?

Less than
A year

☐

1-4 years

☐

more than
4 years

☐

What is your current work time commitment?

You may tick more than one option.

full time

☐

part-time
set hours

☐

part-time
variable

☐

self-
employed

☐

retired/
not working

☐

carer/
other

☐

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

Are there any regular times when you are unavailable due to your work or other life commitments? If so, please give details.

Do you hold any qualifications relevant to your councillor role?

Please list and describe below

- any training and development you have had that would be transferable to your councillor role (other than provided by the council),
- any experiences, achievements and skills from outside the council (e.g. on outside bodies, with other organisations and in everyday life) that are valuable in your role as a councillor.

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

Best times to attend events

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

Morning

☐

Evening

☐

Afternoon

☐

Don't mind

☐

E-learning

If courses were available online and could be completed at a time that was more convenient for you, would you be interested in taking them?

Yes

☐

No

☐

Possibly

☐

Strengths and sharing audit

Please tick the areas where you would like some support and development and any skills or knowledge that you have that you would be willing and able to share with other councillors. If you have identified any skills or knowledge that you could pass on, we will have a follow up conversation to discuss how this could best be used to benefit other councillors.

foundation skills	I would welcome support or development	I could contribute to helping other councillors	comments
being an effective ward councillor			
handling casework and helping residents			
time management			
The Council's Business Plan			
understanding how the council works			
community engagement / knowing your community			
council finance, budgeting and auditing			
meetings procedures and the Council's Constitution			
code of conduct, standards and ethics			
equality and diversity			
the planning process			
computer and ICT skills			
personal safety			
overview and scrutiny and its relationship with the executive			

Councillor Development Programme 2019/23

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Published November 2019

policy and local government	I would welcome support or development	I could contribute to helping other councillors	comments
planning policy			
health and well-being			
economic development			
housing issues			
transport issues			
transformation			
safeguarding			
practical skills			
chairing skills and participating in meetings			
speed reading			
dealing with the press and other media			
public speaking and presentation skills			
connective skills			
partnership working			
influencing			
negotiating			
coaching and mentoring			
social media			
reflective skills			
dealing with conflict			
emotional intelligence			
identifying and managing stress			

You may wish to provide additional information and comments or specify other subjects to help in your role as a councillor here:

Please return to Duncan Jowitt, Councillor Development Officer when complete.



LEARNING

TO BUILD

EXCELLENCE

IN WYRE

2019 TO 2023








Councillor Development Programme 2019/23

**Stage One: the basics
for the newly elected councillor**











Stage One: the basics – for the newly elected councillor

The programme is split into four stages beginning with Stage 1 - help for newly-elected and inexperienced councillors - and progressing to the most advanced (Stage 4). 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 is **the basics for the newly elected councillor**. This covers the basic skills and knowledge that all new councillors will need to acquire within the first six months or so of being elected. When you have completed Stage One, you will:

-  show commitment to and act in accordance with the Member's Code of Conduct by maintaining high standards of ethics and probity,
-  be committed to equality and diversity and represent all members of the community impartially and equally,
-  understand the role and purpose of overview and scrutiny,
-  have knowledge of Wyre Council's policies, plans and priorities (Business Plan, Local Plan, etc).
-  be aware of the main features of the Wyre area (demographic, geographic, environmental, social, economic and political).
-  Be familiar with the council's computer systems.
-  know the format and rules of debate for full council and other meetings.

New Councillor Induction may include the following events and briefings:

-  Induction Day
-  Meet Your Mentor (usually at a political group meeting following election)
-  Role of Overview and Scrutiny
-  Code of Conduct
-  Equality and Diversity
-  Introduction to IT systems (following issue of tablet device)
-  Time Management Skills
-  Guided Tour of the borough
-  Golden Gavel Constitution Quiz
-  Communication Skills

Strengths and Development Record

All new councillors will also be asked to complete a Strengths and Development Record questionnaire. This will be used to structure individual training needs and develop the overall Councillor Development Programme.

Mentor

All new councillors should be offered a Mentor – an experienced councillor (usually from their own political group) who will guide the new councillor and help them to deal with the challenges they will face in office.

Councillor Development Programme Stage One – the basics for the newly elected councillor			
Purpose of session	How to be delivered	Timescale	Duration
<p>To provide an introduction to:</p> <ul style="list-style-type: none"> Wyre Borough Council, the role of the council and its strategic plans and priorities the role of a councillor and the Member Code of Conduct the Council's organisational and committee structure 	<p>Induction Day – Welcome to Wyre</p> <p>A series of short briefing talks by Corporate Management Team and Democratic Services to cover:</p> <ul style="list-style-type: none"> role of councillors and officers committee and decision-making structure organisational structure strategies, plans and priorities member code of conduct and declarations of interest democratic services, councillor development members' allowances 	<p>Within one week of election</p>	<p>Evening Session (alternative arrangements will be made if elected as a result of by election)</p>
<p>To help the councillor manage their casework and surgeries and make them aware of meeting protocol, etc.</p>	<p>Meet Your Mentor</p> <p>A mentor will be made available by the new councillor's political group to help guide them in their early days of office</p>	<p>ASAP following election. To be organised by political groups</p>	<p>N/A - Ongoing</p>
<p>Understanding of 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>The Role of Overview and Scrutiny</p> <p>Briefing session delivered by Democratic Services and Scrutiny Manager and Scrutiny Officer covering</p> <ul style="list-style-type: none"> work programmes call in procedure critical friend challenge 	<p>Within one month of election</p>	<p>Two hours</p>

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Purpose of session	How to be delivered	Timescale	Duration
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	Code of Conduct Mandatory briefing session delivered by the Monitoring Officer and the senior officer in Legal Services covering <ul style="list-style-type: none"> the ethical framework, codes of conduct, personal and prejudicial interests 	Within one month of election	Two hours
Identify strengths and areas for development and feed results into ongoing development events programme	Strengths and Development Record Completion of Strengths and Development Record questionnaires to assess strengths and development needs	Where possible, within six months of election	One-Two hours
To instil commitment to equality and enable councillors to represent all groups within the electorate impartially	Equality and Diversity Briefing session or information pack	Where possible, within six months of election	One hour
<p>To be able to use the council's intranet and web site to retrieve agendas, reports and minutes, etc</p> <p>To be able to use the computer to communicate effectively with the council and community</p>	Welcome to the Machines... An Introduction to IT Systems Practical hands-on training covering: <ul style="list-style-type: none"> using the Wyre web site and intranet Modern.gov app for paperless meetings Basic word processing Sending and receiving emails The use and dangers of social media 	Following issue of tablet devices allowing access to council ICT systems	Evenings / half day sessions ongoing

Purpose of session	How to be delivered	Timescale	Duration
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>Now Here is Know Wyre... A Guided Tour of the Borough</p> <p>A guided bus tour of the whole of Wyre borough visiting major development sites, B-MAC, council facilities, Copse Road Depot and other areas of particular interest.</p>	Within six months of election	Half day
Knowledge and greater understanding of the rules of debate, council meeting protocol, how to table amendments, etc. and the contents of the council's Constitution	<p>Golden Gavel Constitution Quiz - The Rules of Engagement</p> <p>Briefing and Quiz delivered by the Democratic Services and Scrutiny Manager and Councillor Development Officer to develop knowledge of rules of procedure and protocol of council meetings.</p> <p>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 	Within 12 months of election	Two hours
To learn about the role of the media in championing local government and ways to get the Wyre message across.	<p>Meet the Comms Team</p> <p>How to make the media work for you.</p> <p>An interactive drop in session delivered by the Communications Team.</p>	Within six months of election	Two hours



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Councillor Development Programme 2019/23






**Stage Two: competence
the essential knowledge and skills**

Stage Two: competence – the essential knowledge and skills

The programme is split into four stages beginning with Stage 1 - help for newly-elected and inexperienced councillors - and progressing to the most advanced (Stage 4). 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 Two of the programme is **competence – councillors who have 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

Relationship with Officers

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.

The **Essentials Stage** may include the following workshops and briefings:

-  Front Line Councillor Workshop
-  Local Government Finance
-  Meetings Workshop
-  Speed Reading
-  Govern-It leadership and strategy simulation
-  IT training

Mentoring may continue dependent upon the needs of the councillor.

Councillor Development Programme Stage Two - competence – councillors who have the essential knowledge and skills			
Purpose of session	How to be delivered	Timescale	Duration
Where identified as a development need. To develop time management skills, learn to plan activities, prioritise objectives and make the best use of your time and resources.	Time Management Skills Workshop session in which councillors can explore and develop time management skills using practical exercises and case studies. <i>Councillors who identify this as a priority may be offered the opportunity to attend a course from an external provider.</i>	At any time after election	Half day
Understanding of the difficulties involved in having to operate within a set budget and the reasons for establishing tight budgetary controls.	Local Government Finance Briefing sessions on the Budget and Medium Term Financial Plan delivered by the Chief Finance Officer (S151 Officer)	Within 12 months of election	Various sessions - ongoing
Leadership and strategy development skills. Better understanding of officer roles and partnership working, making efficiency savings, best value services and risk management.	Govern-IT Govern-IT uses a computer simulation to model running a local authority. Participants are put into teams of Cabinet members, heads of services, corporate management and external partners. They must come together and negotiate and improve the borough over 3 rounds representing 3 years in office to get re-elected.	Within 12 months of election	Full day

Purpose of session	How to be delivered	Timescale	Duration
<p>To instil the confidence to chair, participate and contribute effectively at a meeting.</p> <p>An understanding of the differences between types of meetings.</p>	<p>Meetings workshop</p> <p>Interactive workshop session using John Cleese “Meeting Bloody Meetings” DVD including</p> <ul style="list-style-type: none"> • holding an effective meeting • role of the chairman • following the agenda • making your point with confidence and clarity • handling differences of opinion and avoiding conflict 	<p>Within 12 months of election</p>	<p>Three hours</p>
<p>To learn how to read information more quickly 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>Speed Reading</p> <p>Short information leaflet 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</p>	<p>N/A</p>
<p>To make effective use of tablet device, etc.</p>	<p>IT training</p> <p>Practical hands-on training covering:</p> <ul style="list-style-type: none"> • File management, email, internet, word processing • Use of tablet devices for paperless meetings 	<p>Within 12 months of election and ongoing</p>	<p>As necessary</p>



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**Stage Two: competence
the essential knowledge and skills**



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Councillor Development Programme 2019/23







**Stage Three: accomplishment
the experienced councillor**

Stage Three: accomplishment – the experienced councillor










The programme is split into four stages beginning with Stage 1 - help for newly-elected and inexperienced councillors - and progressing to the most advanced (Stage 4). 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 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, the efficiency agenda and the council's priorities
-  develop decision-making and change management skills
-  develop questioning techniques for use in Overview and Scrutiny
-  develop basic counselling skills
-  develop assertiveness.

The **experienced councillor stage** might consist of any or all of the following workshops and briefings:

-  Questioning Techniques
-  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 using information from Strengths and Development Record questionnaires and in the wake of new initiatives.

Mentoring may continue if required and a Strengths and Development Record review will be done annually.



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**Stage Four: grandmaster / grandmistress
the very advanced councillor**

Stage Four: grandmaster – the very advanced councillor








The programme is split into four stages beginning with Stage 1 - help for newly-elected and inexperienced councillors - and progressing to the most advanced (Stage 4). 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 Four is the Grandmaster or Grandmistress. This stage of training covers the essential skills and knowledge that all councillors might acquire from the second half of your term of office.

When you have completed Stage Four, you will be able to:

-  provide leadership & direction
-  as a chairman, 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
-  have an understanding of the project planning process

The **Advanced Stage** may be made up of the following workshops and briefings:

-  Chairing Skills
-  Leadership
-  Influencing and Partnership Skills
-  Project Management
-  360 Degree Feedback
-  Mentoring Skills
-  Succession Planning

A targeted programme of sessions and events will continue to be developed using information from SDR reviews and in the wake of new initiatives.

Your SDR will be reviewed. The results of any 360-degree feedback can be incorporated into the SDR.



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Training Materials, Resources & Contacts

Training Materials and Resources

Flexible Learning






We plan most councillor development events to take place in the evening to allow councillors who work during the day to attend. However, it is not always possible to do this and some councillors may also have commitments that make it equally difficult to regularly attend training sessions in the evening. In those circumstances, we will be happy to look into suitable alternatives.

These might range from online eCourses to books, DVDs and CD-ROM courses, which, if purchase is agreed, would then be available as a resource for other councillors to use.







Contact the Councillor Development Officer if you would like more information.

The sort of courses that could be covered include:

Business and Management skills, such as




-  Communication Skills
-  Meetings
-  Interpersonal skills
-  Negotiating and Persuading
-  Project Management

Home and Office IT courses, such as

-  The Internet and Email
-  Word Processing
-  Databases
-  Spreadsheets
-  Presentations
-  Desk-Top Publishing

Members' Library


























A selection of reading material of interest to councillors is kept in the Members' Library across the corridor from the Council Chamber. This includes:

-  the latest local weekly newspapers, and other relevant magazines, periodicals and publications
-  the council's Constitution and current council policy and consultation documents
-  books and manuals, covering subjects such as Local Government Finance, Speech Writing and Quotations, Speed Reading, Emotional Intelligence, Assertiveness, Self-improvement, etc. There is an inventory of books, etc on the following pages

Books in the Members' Library

A full inventory of books in the Members Library is available on request from the Democratic Services team

Subjects covered include:

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

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.

E-learning and distance learning

E-Learning is particularly suitable for councillors who are IT literate and can be extremely useful for those who may find it difficult to attend more traditional briefing and training sessions.

Distance learning can cover a number of different approaches, such as workbooks.

Both can also be a useful supplement to learning from other types of courses and workshops.

Local Government Association (LGA) have a number of distance learning workbooks on a variety of subjects at <https://www.local.gov.uk/councillor-workbooks>. Just visit the page and download any workbook(s) of interest to you. The service is free.

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

While the distance learning workbooks and e-learning platform resources are aimed at all councillors, they will be particularly useful to new councillors.

Local Government Information Unit (LGIU). The council is also a member of the LGIU. To receive their 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.

Modern Councillor - This commercial website offers many courses / modules reflecting initiatives and challenges that face councillors today. If a substantial number of our councillors are willing to make a commitment to complete all the Modern Councillor modules, the CDG will consider taking out a subscription to their service.

Their web site www.moderncouncillor.com allows free access to one of the modules so that councillors can assess the standard of materials available. Access to all the modules will only be made available if there is a significant interest from councillors in making a commitment to e-Learning.

Contacts

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

If you need to know anything about councillor development or have an idea about the training programme, there are a number of people who may be able to help.

Duncan Jowitt, Councillor Development Officer, Democratic Services

Phone: (01253) 887608

Email: duncan.jowitt@wyre.gov.uk

Peter Foulsham, Scrutiny Officer, Democratic Services

Phone: (01253) 887606

Email: peter.foulsham@wyre.gov.uk

Emma Keaney, Governance Trainee

Phone: (01253) 887476

Email: emma.keaney@wyre.gov.uk

Any member of the Councillor Development Group

At the time of writing, the members of the CDG are:

Councillor Ian Amos
Councillor Colette Birch
Councillor Andrew Cropper
Councillor Paul Ellison
Councillor David Gerrard
Councillor David Henderson
Councillor Graham Holden
Councillor Andrea Kay
Councillor Cheryl Raynor
Councillor Holly Swales
Councillor Shaun Turner (Chairman)
Councillor Lynn Walmsley (Vice Chairman)



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Appendix

Wyre Councillor Skills Framework

Wyre Councillor Skills Framework

Elected Member Roles and Responsibilities

This is a set of descriptions of the responsibilities and roles that elected members are expected to undertake and the essential skills and knowledge that you will need to perform them effectively.

The first set applies to **all councillors**. It sets out the **regular activities** that every elected member will perform and the particular qualities and skills you need.

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

You should use these to **identify the skills and knowledge that you need to develop** to carry out each role.

All of the following additional roles are included within the Framework:

- Scrutiny Committee member
- Regulatory (Planning or Licensing Committee) member
- Scrutiny Chairman and Vice Chairman (& Task Group Chairman)
- Regulatory (Planning or Licensing Committee) Chairman
- Chairman of other committees (i.e. NOT Scrutiny or Regulatory)
- Standards Committee member
- Audit Committee member
- Employment and Appeals Committee member
- Employment Appeals Panel member
- Cabinet / Executive member
- Lead Member Supporting the Cabinet
- 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, scrutinising council performance and representing the council on outside bodies

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.
- and if you are appointed by council, act as its representative and advocate
 - on local outside bodies.
 - on local partnership bodies, promoting common interest and co-operation for mutual benefit.
 - on national bodies and at national events.

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 Members' Code of Conduct, the Protocol for Officer-Member Relations and commitment to the following "principles of high standards in public life":
 - selflessness – honesty and integrity – openness
 - objectivity – accountability – 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 be able to assess your own development needs as a councillor,
- the desire to develop yourself in your councillor roles,
- effective time management skills.

Overview and Scrutiny Committee and / or Task Group member

As a member of the Overview and Scrutiny (O&S) Committee, you 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.

Any non-Executive councillor may

- participate in task groups,
- undertake other scrutiny work, such as attending meetings of the O&S Committee and participate actively,
- suggest items for consideration by O&S.

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.

Hold 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.

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,
- 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 delivery of the Business Plan,
- ability to work with all members of the community and council officers and build understanding and ownership of scrutiny.

Scrutiny Chairman (and Vice Chairman)

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 chairman 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 and promote a wider understanding and ownership of scrutiny,
- a constructive and 'critical friend' relationship with the Executive,

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

Member of a regulatory committee (Licensing and Planning Committees)

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 judgement

Chairman of a Regulatory committee (Licensing and Planning)

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 chairman

The chairman 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.

Chairman of other committees (NOT Scrutiny or Regulatory)

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 member

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
with portfolios (special responsibilities) as appointed by the Leader**

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)

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
- allocate Cabinet members to Portfolio roles
- designate the Deputy Leader
- 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)

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 and 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

Deputy Mayor

- To fulfil the duties of the Mayor in his or her absence
- To assist the Mayor in specific duties as required

NOTE: The Council's current convention is that the longest serving Councillor who has not previously served in the role will be elected as Mayor.

The Mayor nominates who he/she would like to serve as Deputy Mayor.

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