

| Report of:  | Meeting | Date            | Item No. |
|---|---------|-----------------|----------|
| Cllr. Pete Murphy,<br>Street Scene Portfolio<br>Holder and Philippa<br>Davies, Corporate<br>Director of Resources | Council | 20 October 2011 | 14       |

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| <p><b>Councillor Development Strategy 2011/12 and Councillor Development Programme 2011/12</b></p> |
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**1. Purpose of Report**

- 1.1 To seek approval of the proposed Councillor Development Strategy for 2011/12 (Appendix 1).
- 1.2 To seek approval of the proposed Councillor Development Programme for 2011/12 (Appendix 2)., and endorsement of the suggested approach for the preparation of annual programmes for councillor development for 2012/13 and beyond.

**2. Outcomes**

- 2.1 Motivated and skilled councillors.
- 2.2 Well-equipped councillors who are competent and confident to carry out their roles as an elected Member effectively.
- 2.3 A consistent approach to councillor development.
- 2.4 An ongoing process to identify the development needs of councillors and deliver the development opportunities required to support and satisfy identified needs.
- 2.5 A programme of councillor development that will enable the council to continue to meet and exceed the requirements of the Charter for Elected Member Development.

**3. Recommendations**

- 3.1 That the proposed Councillor Development Strategy for 2011/12 at Appendix 1 be approved.

- 3.2 That the proposed Councillor Development Programme 2011/12 at Appendix 2 be approved, and that the Corporate Director of Resources be asked to make arrangements for the provision of appropriate development opportunities for all councillors within the agreed budget.
- 3.3 That the proposed Mentor Scheme as set out in the Councillor Development Programme 2011/12 be approved, and that the leaders of each political group continue to allocate a suitable number of senior councillors of their group to act as mentors to newly elected councillors.
- 3.4 That the proposed system of Councillor Development Plans (CDPs), Discussions and Reviews as set out in the Councillor Development Programme 2011/12 be endorsed and that the leaders of each political group be asked to actively encourage all elected Members within their group to participate fully in the CDP process and the Development Needs Analysis (DNA).
- 3.5 That the Corporate Director of Resources be asked to make arrangements for the provision of CDPs and ongoing CDP reviews for all councillors on an annual basis as soon as possible.
- 3.6 That the Corporate Director of Resources be asked to make arrangements, using the collated requirements identified by the CDP and DNA process and in consultation with the Councillor Development Group, for the preparation of annual programmes of training and development for councillors.
- 3.7 That the elected Member role descriptions and person specifications as set out in the Councillor Development Programme 2011/12 be noted and endorsed.

#### **4. Background**

- 4.1 The importance of training and development for councillors to enable them to contribute effectively had been recognised for some time and the council had first signed up to the principles of the North West Charter for Elected Member Development in 2000. Internal and external training sessions had been provided to councillors on various topics but this had been in an ad hoc manner.
- 4.2 The Audit Commission's Comprehensive Performance Assessment (CPA), carried out in 2004, categorised the council as "weak". Since then, as part of the council's overall Improvement Programme, a considerable amount of support has been provided to councillors. Some of this was provided by external sources, such as the IDeA and using available subsidies. Support was provided, both individually and collectively, to members of the Cabinet, in recognition of the imperative identified in the CPA to develop the political leadership of the council. The ability of non-executive Members to influence the policies and performance of the council was also enhanced following fundamental reviews of the

Overview and Scrutiny structure and changes to the format of full council meetings.

- 4.3** As part of its programme of support to the council, the IDeA drew up a Personal Development Plan (PDP) process for individual councillors and, in 2005, held PDP interviews with 36 of the 55 Wyre councillors. The IDeA prepared a Training Needs Analysis Report for the council based on the information obtained during those interviews, and proposed a programme of councillor training and development, which reflected the needs identified in that Report.
- 4.4** In November 2006, councillors from all parties were invited to form a cross-party Member Training and Development Group and a Democratic Services Officer was assigned as Member Development Officer to coordinate the development of a programme of councillor training. On 2 August 2007, a Member Training and Development Strategy for 2007/10 and a Member Training and Development Programme for 2007/08, based on research of the best examples of best practice from other authorities combined with the results of the IDeA's Training Needs Analysis, were formally approved and adopted by Full Council.
- 4.5** Innovations introduced in the 2007/08 Member Training and Development Programme included:
- **Self-assessment questionnaires** to assess councillors' training needs. This innovation in the PDP process placed less strain on staff resources than holding a series of individual interviews although PDP interviews continued to be made available for councillors who preferred them. By February 2008, 53 Wyre councillors had completed the questionnaires and the compiled information was used to prepare development events for councillors for subsequent years.
  - **Mentoring:** the leaders of each political group agreed to allocate a suitable number of senior councillors of their group to act as mentors to newly elected councillors.
  - **Wyre Councillor Skills Framework:** The IDeA had introduced a Councillor Skills Framework in 2004 based on interviews with over 350 officers and councillors to identify the different skills that councillors need in different roles. These included community leadership, regulating and monitoring, scrutiny, communication skills, etc. Wyre Council adapted the IDeA Skills Framework, in combination with best practice from other authorities, to produce a skills framework that reflects the committee arrangements currently in operation at Wyre.

- **Four stage development programme:**

1. Stage One: New Member Induction
2. Stage Two: Essentials
3. Stage Three: Development
4. Stage Four: Advanced

#### **4.6 Materials and Resources:**

Prior to 2007, the Members' Library had been a much under-utilised resource containing few items of interest to councillors. Numerous books, and other open learning materials were sourced and donated to the Members' Library by councillors and officers. Further materials continue to be added to the Library's inventory.

Fully subsidised access was made available to all councillors in the northwest to Modern Councillor e-learning modules. Although the take up of e-learning opportunities in Wyre far exceeded that of other areas nationwide, all subsidies have now been withdrawn, and as the current cost of subscription to Modern Councillor is prohibitive, this facility is no longer available.

#### **4.7 Charter for Elected Member Development**

Wyre was adjudged to have reached the standards of the Charter for Elected Member Development in 2008 and was awarded Charter Level 2 - the Exemplar standard for Elected Member Development - in 2010. Wyre remains one of only ten councils nationwide to have achieved this, the highest accolade for councillor development. Wyre has also twice, in 2009 and 2011, reached the final of the MJ Awards Councillor Development Achievement of the Year and on both occasions was "Highly Commended" by the judges.

The 2011 update of the strategy and programme is intended to ensure that the council continues to maintain the high standard of councillor development opportunities commensurate with Level 2 of the Charter.

### **5. Key Issues and Proposals**

- 5.1** A continuous programme of development for councillors designed to meet current and future needs continues to be reviewed on a regular basis. The designated Councillor Development Officer, in consultation with council officers, the Cabinet member with responsibility for councillor development and the cross-party Councillor Development Group, will continue to research and identify best practice and plan the provision of that programme.

**5.2** The Councillor Development Group will continue to be involved in the preparation of the ongoing training and development programme and the prioritisation of training sessions and will agree the development programme for subsequent years.

**5.3** Issues to be further considered include:

- the establishment of criteria for authorising and prioritising attendances at external conferences, workshops and seminars where there is a cost to the council and methods for sharing and evaluating the information obtained at such events;
- the development of a more structured approach to succession planning;
- further examination of the scope for joint initiatives with other councils;
- how to integrate the view expressed by the Independent Remuneration Panel, as part of a review of the council's Members Allowance Scheme, that entitlement to future increases in Basic Allowance payments or eligibility to take up or continue in certain roles should be linked in some way to attendance at training events.
- investigation of the possibility of introducing an accredited qualification to demonstrate competency in the full range of skills, knowledge and attributes that are required to perform the roles of a councillor.

**5.4** Included in the new Strategy is the stipulation that councillors appointed to any of the council's quasi-judicial bodies must be able to either demonstrate that they have the necessary knowledge and/or attend the appropriate briefing sessions provided, before they may participate in any hearing, inquiry or decision that will affect the rights of an individual.

The quasi-judicial bodies of the council are the Standards Committee, the Planning and Licensing Committees and Employment and Appeals Panels.

**5.5** The proposals in this report comply with the principles advocated in the Charter for Elected Member Development and will help the council continue to achieve the standards required for the Charter.

| <b>IMPLICATIONS</b> |   |
|---------------------|---|
| Finance             | An annual councillor development budget of £6,000 has been allocated. Councillor training facilitators will be chosen from a variety of sources as appropriate. This will include in-house training and briefing sessions, cost-sharing with neighbouring authorities and external providers. It is intended that all costs will be met from the overall training budget and it is not envisaged that costs |

|                        |  |
|------------------------|--|
|                        | will exceed the budget provided. Should essential training be required that incurs any costs over and above the budget allocated, these will have to be met from savings to be identified elsewhere. Any such issues will be fed into the process for the formulation of future budgets.               |
| Legal                  | The provision of effective training will minimise the risks of illegal or ill considered decision making.  |
| Community Safety       | There are no Community Safety issues directly arising from this report.  |
| Equality and Diversity | Access to training and development opportunities will be available to all councillors irrespective of age, gender, sexuality, marital status, disability, race, religion, ethnic background or political affiliation. Training on equality and diversity issues is included in the proposed programme. |
| Sustainability         | The provision of a co-ordinated and comprehensive Councillor Development Programme will ensure that councillors are able to undertake their various roles effectively.   |
| Health and Safety      | There are no Health and Safety issues directly arising from this report. Opportunities to take part in Health and Safety training will be made available to all councillors.   |
| Risk Management        | Well-trained councillors will be better able to identify and avoid risks. Adequate training should also minimise the risks of illegal or ill-considered decisions being taken. Opportunities to take part in Risk Management training will be made available to all councillors.                       |
| Asset Management       | Elected Members of the council who have taken full advantage of the opportunities available for their own development as councillors are a great asset to the council.   |
| Climate Change         | Access to training and development opportunities ensures that councillors are better able to identify Climate Change issues. There are no Climate Change issues arising directly from this report.   |

|               |               |                       |                   |
|---------------|---------------|-----------------------|-------------------|
| Report Author | Telephone No. | Email                 | Date              |
| Duncan Jowitt | 01253 887608  | djowitt@wyrebc.gov.uk | 20 September 2011 |

| <b>List of Background Papers:</b> |      |                                |
|-----------------------------------|------|--------------------------------|
| Name of Document                  | Date | Where available for inspection |
|                                   |      |                                |

## **LIST OF APPENDICES**

- Appendix 1 – Councillor Development Strategy 2011/12
- Appendix 2 - Councillor Development Programme 2011/2011

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# **Councillor Development Strategy 2011/12**

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# **Councillor Development Strategy 2011/12**

## **1. Introduction**

Wyre Borough Council is committed to continuous improvement, innovation and best value in the services it provides and encourages councillors and employees to develop themselves to their full potential.

Councillors are the formal employers of hundreds of council employees. They have ultimate responsibility for making decisions on how multi-million pound council budgets will be spent and those decisions have major impacts on many thousands of residents. Yet there are no formal qualifications needed to become a councillor.

The council recognises that all its elected Members must have the necessary skills that will help them to provide the best possible services for the people of Wyre. It is essential that the council continues to support, develop and retain councillors. Continuous development is vital to ensure that councillors update their knowledge and learn new skills to enable them to play an effective role in local government.

## **2. The reason for a Strategy**

This Strategy sets out the council's objectives for councillor learning and development and how those objectives will be achieved. A strategy was first adopted by the council in 2003, which laid a foundation on which the council could build to begin to support and develop its councillors effectively. At the same time, the council also signed up to the principles of the North West Charter for Elected Member Development.

In 2007, the Member Training and Development Strategy was refreshed with the intention of providing a basis on which the council could achieve the requirements of the Charter for Elected Member Development. The new Strategy and a Member Development Programme was adopted at the council meeting on 2 August 2007.

Wyre was adjudged to have reached the standards of the Charter in 2008 and was awarded Charter Level 2 - the Exemplar standard for Elected Member Development in 2010.

This 2011 update of the Strategy is intended to ensure that the council continues to maintain the high standard of councillor development opportunities commensurate with Level 2 of the Charter.

## **3. The Wyre vision: Learning to develop excellence for all**

Wyre Borough Council is committed to equality of opportunity and access to learning and development for all its councillors. This means that appropriate opportunities will be made available to all councillors irrespective of age, gender, sexuality, marital status, disability, race, nationality, religious belief, ethnic background or political affiliation.

In addition, where training sessions and briefings are provided for candidates in the run up to a local election, all candidates will be informed of those sessions and they will be available to independent candidates and the candidates of all political parties.

The identification of the individual needs of all councillors in an atmosphere of confidentiality is vital to a successful learning and development programme.

#### **4. The overall aims of the Strategy**

To provide clear direction and purpose in respect of training and development in order to achieve:

- Motivated and skilled councillors.
- A consistent approach to councillor training and development.
- Equality of opportunity.
- Well equipped Members who are confident and able to carry out their roles effectively.

To provide the framework for a training and development programme that continues to make innovations and to reflect best practice.

#### **5. Objectives**

Role descriptions and person specifications for specific councillor roles will be maintained and kept updated.

The council will maintain a culture where continuous councillor development is recognised as vital to the council's success.

An ongoing programme of councillor learning and development will be provided that will equip Members with the skills and knowledge necessary to deliver high quality and best value services to residents in line with the council's Corporate Plan.

All councillors' skills and knowledge will be developed to a level that is fully appropriate to their roles and responsibilities.

Members will be given all the development support they need to fulfil their executive, scrutiny, regulatory and community representative roles.

All councillors irrespective of seniority, number of years' service as a councillor or political affiliation will be encouraged to take advantage of learning and development opportunities.

Members will take personal responsibility to ensure their continuous professional personal development and develop their knowledge and skills as a councillor.

A range of development activities will be delivered. This will include continued improvements to the Member induction process, mentoring from experienced councillors (from both inside the council and external), regular in-house training events, opportunities to attend external events where appropriate and affordable.

The learning and development programme will contain sufficient flexibility to ensure that it covers current requirements and can respond to new issues as they arise.

## **6. Corporate Context**

Wyre Borough Council recognises that councillors have a crucial role in improving services and providing better value for money. To achieve this, elected Members must have the necessary skills and knowledge to take decisions affecting the residents of Wyre.

Since adopting the 2008 Member Development Strategy, the council was, also in 2008, awarded the Charter for Elected Member Development and in 2009 reached the final of the MJ Awards Councillor Development Achievement of the Year.

In 2010, Wyre's programme of councillor development was recognised as exemplar when the council was awarded Charter Level 2 for Elected Member Development and in 2011 the council was Highly Commended in the final of the MJ Awards Councillor Development Achievement of the Year.

The adoption of a new refreshed Strategy in 2011 will contribute to Wyre's vision of learning to develop excellence in Councillor Development.

## **7. Priorities**

A thorough review of the development needs analysis completed in 2007 will be undertaken as soon as possible, to assess current requirements.

Newly elected councillors will be provided with a programme of induction training, which will include a mandatory briefing on the council's Code of Conduct.

Members of the quasi-judicial bodies of the council will be required to attend appropriate training sessions or otherwise demonstrate that they have the necessary knowledge to participate in hearings, inquiries or decisions that will affect the rights of an individual.

The Councillor Development Officer will identify councillors' individual development requirements through an ongoing series of 'Councillor Development Plans' and annual reviews, which will be staggered over the course of the municipal year.

Overall training and development priorities for Members will be identified following the development needs analysis.

A programme of learning and development opportunities will be provided in line with the priorities identified and within the resources available.

All elected Members will be expected to review their individual Councillor Development Plan on at least an annual basis to promote a lifelong learning culture throughout the council.

Regular advice and information about learning opportunities will continue to be available to councillors from the Councillor Development Officer, the Councillor Development Group, the monthly "The One" publication, weekly email bulletins, mail outs, posters, email, web site and council Intranet.

A comprehensive development programme to support councillors in the use of IT systems will ensure that councillors have access to all necessary information and are able to communicate effectively using electronic media.

## **8. Implementation of the Strategy**

### **Individual Councillors**

Attendance at the majority of learning and development events will not be mandatory. Each individual councillor will take personal responsibility for his or her own learning and self-development.

### **Compulsory training for Members on quasi-judicial bodies of the Council**

As decisions could be subject to a legal challenge on the grounds that adequate training has not been provided or received, it is essential that Members are fully briefed before conducting hearings and inquiries and/or making decisions of a quasi-judicial nature.

Members appointed to any of the quasi-judicial bodies listed below must be able to either demonstrate that they have the necessary knowledge and/or attend the appropriate briefing sessions provided before they may participate in any hearing, inquiry or decision that will affect the rights of an individual.

The quasi-judicial bodies of the council are the Standards Committee, the Planning and Licensing Committees and Employment and Appeals Panels.

### **Councillor Development Group**

The Councillor Development Group will represent the views of Members in all aspects of development for councillors and will contribute to the preparation of councillor development strategies and programmes.

The Group will support and encourage councillors in the identification of development needs and the take up of learning opportunities. The Group will be consulted whenever conflicting demands arise which involve the prioritisation and allocation of the training budget.

The Group will meet regularly to monitor and evaluate the quality, implementation and take-up of councillor development activities and will provide regular attendance statistics and report any concerns to the Standards Committee.

### **Democratic Services Team**

The Councillor Development Officer along with other members of the Democratic Services Team will support councillor learning and development by:

- co-ordinating development opportunities for councillors
- ensuring that all councillors are made aware of learning and development opportunities
- devising and delivering in consultation with the Councillor Development Group, a programme of induction training for new councillors

- identifying and assessing needs through Councillor Development Plans
- devising a comprehensive learning and development programme for councillors, based on needs identified in Councillor Development Plans and other essential requirements

### **Mentors**

The council will encourage experienced councillors to share their expertise with new Members or those taking up new roles and responsibilities and will encourage Members to take advantage of any mentoring arrangements offered by others both inside and outside the council.

## **9. Sourcing best value for money training**

Wyre Borough Council recognises the need for a value for money approach to councillor development and will endeavour to use the most suitable and best value facilitators for learning sessions. Facilitators will be chosen from a variety of sources including in-house training, outside providers and cost-sharing with neighbouring authorities.

The council recognises that individuals learn in very different ways and that some councillors development needs may be better served through books, dvds and other open learning methods such as the Internet, and not simply through attendance at briefings and courses.

Where appropriate the Councillor Development Officer may also offer places on in-house courses to councillors from other authorities on a reciprocal basis.

The Councillor Development Officer will maintain a database of suitable training providers and, where possible, procure appropriate literature for the Members Library.

## **10. Partnership/Best Practice**

Wherever possible, Wyre Borough Council will work in partnership with neighbouring and other local authorities and other relevant organisations to share best practice and share the cost of Councillor Development.

## **11. Review and Monitoring**

The Councillor Development Group has been consulted in developing and delivering this Strategy and will be involved in reviewing the Development Programme and Strategy and determining priorities for future years.

## **12. Resources/Training Budget**

An ongoing annual budget of £6,000 has been allocated for Councillor Development for 2011/12.

The Councillor Development Officer will manage the allocation of funds in consultation with the Democratic Services Manager, the Portfolio Holder with responsibility for Councillor Development and the Councillor Development Group. It is envisaged that wherever possible the majority of training sessions will be provided in house.

### **13. The Way Forward/Delivery**

Wyre Borough Council recognises that a skilled and well- informed body of elected Members will benefit the authority for years to come. To achieve this, the assessment of needs and the meeting of the development needs identified, will be implemented through a supportive, flexible and multi-option approach.

The immediate measures of success for the Strategy will be

- continued high levels of attendance at learning events,
- feedback indicating that the available resources are suitable,
- feedback confirming that individual events are a rewarding experience for councillors.

In the medium term, where needs have been identified, improvements in councillors' skills and knowledge should become evident at annual reviews of Councillor Development Plans.

The long term intent of the Strategy is to help bring about improvements in services and value for money for residents. We hope to be able to demonstrate that such improvements have been achieved due to increased knowledge and skills of councillors.

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# **Councillor Development Programme 2011/12**

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## Introduction from the Leader and the Chief Executive



To be a modern councillor you need to have a wide range of knowledge and you need to apply it in many different ways. You will need to work as part of a team and at other times use your own initiative. You may have a significant responsibility for the work of hundreds of people and for the allocation of substantial resources.

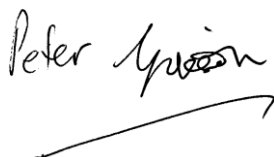
Wyre's councillors make important decisions involving design and planning that will have a significant impact on thousands of residents and visitors to the area. And all those councillors involved in scrutiny work, will have to do a great deal of analysis and evaluation of options before making recommendations to Council.

To apply for a job doing the sort of work that councillors do on a day to day basis, you would need a Master's Degree to even get an interview. Yet you can be elected as a councillor without any formal qualifications at all.


You may be a new councillor or you might have been a councillor for a number of terms. You might find yourself appointed to a position on one of the council's bodies that have similar powers to a court of law, like Licensing or Planning. You might be a committee chairman or a Portfolio Holder. Whatever your role within the council, you need quality learning and development opportunities to help you fulfil your role more efficiently and more effectively.

Wyre's Councillor Development Officer, in consultation with the Councillor Development Group, has put together what is widely acknowledged as one of the best programmes of councillor development in the UK. So you will get every opportunity to improve your knowledge and get the professional skills that you need to carry out your role as an elected representative.

You owe it to the people you represent to ensure that you are armed with everything you need to serve the community of Wyre. So, whether you attend every training session, read all the books in the Members Library, take full advantage of mentoring opportunities or improve yourself using Internet e-learning courses, all we ask is that you make a real commitment to develop yourself and your skills as a councillor.

A handwritten signature in black ink that reads "Peter Gibson".

**Councillor Peter Gibson, Leader of the Council**

A handwritten signature in black ink that reads "Garry Payne".

**Garry Payne, Chief Executive**

## Wyre Borough Council Statement of Intent

Wyre Council signed up to the Charter for Elected Member Development when the Acting Head of Paid Service and the Leader of the Council first signed a declaration of commitment in 2000. This remains the foundation of our councillor development Programme and is fully endorsed by the current Leader and Chief Executive (Head of Paid Service).

North West Employers assessed the council in 2008 when we achieved the standards of the Charter. In 2010, we were assessed at a new higher level of the Charter – the Exemplar standard (Charter Level 2) which was introduced in 2009 - and became one of the first councils in the country to be presented with the highest award available for councillor development.

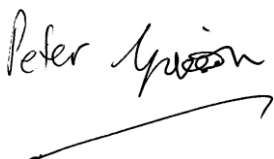
### Declaration of Commitment to Member Training and Development

Wyre Council is intent on meeting the needs of its community. We are committed to the training and development of our elected Members and understand the need for continuous improvement.

We will fully support our Members and help them to play their vital role in modernising local government.

By signing up to the principles of the Charter, we commit the authority to work towards expressing our commitment in practice by implementing the six key points of the Charter:

- having a statement of intent
- ensuring that all Members are made aware of training and development opportunities
- having a process to identify individual development needs, which involves Members
- having an officer allocated to assist Members and groups in identifying needs and providing information on resources
- having a strategy to meet the training and development needs of elected Members
- implementing the strategy locally



**Councillor Peter Gibson**  
**Leader of the Council**



**Garry Payne**  
**Chief Executive**



# About the Programme

## About our Councillor Development Programme

### What is the Councillor Development Programme?

At the appendix to this Programme you will find a series of role descriptions and person specifications for each of the main roles you might have as a Wyre councillor. These contain details of the knowledge and skills that councillors who have held those roles consider that you need to carry out these different roles effectively.

This Programme gives details of how you might acquire the relevant skills and knowledge such as appropriate training sessions and workshops as well as other methods of learning such as mentoring.

### What does it consist of?

Wyre Borough Council's Councillor Development Programme is divided into four stages:

- Stage One: New Member Induction
- Stage Two: Essentials
- Stage Three: Development
- Stage Four: Advanced

These reflect the different stages in your "career" as a councillor. The programme covers a wide range of competencies and skills that you will need to acquire as you assume different roles within the council.

### When and where will learning sessions be held?

Whenever possible we try to hold most of our development sessions in the evening to give councillors who work the opportunity to attend.

Occasionally, a training session will take up half a day or a full day and consequently can only take place in the daytime during the working week. When that occurs or in other cases where the facilitator can only be available during the day or the course is being run externally, we will give sufficient notice of the session to allow those councillors who work and are interested in attending, the opportunity to make suitable arrangements to take time off work.

Events that we have organised ourselves are normally held at the Civic Centre. Neighbouring authorities and other organisations also regularly offer places at their events and the venues for these will vary.

### Do I have to attend all the events?

No. Not everyone will be available to attend all of the sessions that are offered. And not everyone will *need* to attend all of the sessions. The four stages that make up the programme cover most of the possible responsibilities that councillors could be given during their term in office. It is unlikely that any Member would require *all* of the training that is available.

Although we expect most new Members will complete stages one and two of the Programme in the timescale suggested, all Members are welcome to attend any event in any of the four stages. The programme is designed so that you can choose the training that suits your individual needs, knowledge and experience.

## **Does the programme cover all the learning opportunities available?**

No. There will be a number of opportunities for development that will be available to Members that are not covered by this Programme. These include:

- **Briefing Sessions**  
The Directors and other officers arrange regular briefings for Members, often held immediately before Full Council meetings. Councillors will be given notice when they are to occur through the weekly ID publication, flyers, corporate intranet and emails.
- **Officer Training**  
The council also holds training sessions for its employees, which Members are welcome to attend if there are spare places. If you wish to attend a course intended for council staff that you think would be useful for you, contact the Councillor Development Officer who will confirm with the organiser whether any places are available.
- **Courses run by other agencies**  
We sometimes receive invitations for councillors to attend external courses and seminars e.g. neighbouring authorities, government agencies and departments, North West Employers or INLOGOV. Where attendance is free, we will send an invitation to all councillors. If there is a cost to attend an event, we will notify all councillors but attendance may be subject to budgetary and other considerations.
- **Role Specific Training**  
Training will be provided for specific roles depending upon your role. You may receive subject specific training and briefings on Planning, Licensing, Appeals, Standards, Scrutiny or, if you are a Portfolio Holder or Lead Member, your individual portfolio.
- **External Courses**  
You may come across an external short course of a specialist nature that the council cannot provide internally. If you see a course that you feel would be beneficial in your role as a councillor or if you see a training DVD or online eCourse that may benefit Members generally, you can request financial support from the Councillor Development budget by contacting the Councillor Development Officer. Each request will be treated on its merits, subject to budgetary considerations.

If you have any other learning or development needs that are not covered by the programme, you can contact the Councillor Development Officer to discuss this further.

## **How will I find out about training?**

Every week, an email is sent to all Members which lists details of the sessions that councillors are able to attend in the next few weeks. The Councillor Development Officer will also send out invitations by post and/or email. Details of upcoming courses are also available on the corporate Intranet.

## **Councillor Development Group**

The cross-party Councillor Development Group meets about four times a year or whenever necessary to discuss specific items. If you have any suggestions for improvements to Wyre's Development Programme, you may pass them to the Councillor Development Officer or one of the members of the Group for discussion or attend one of its meetings.

### **Who sits on the Councillor Development Group?**

The group is non-political and cross-party and any councillor is welcome to attend the meetings. At the time of publishing, the 12 appointed members of the Group are Councillors Amos, Balmain, R Gandhi, Hewitt, Lawrenson, Murphy, Newsham, Ormrod, Perkin, Smith, Swift and Treece-Birch. Members are nominated and appointed to the Group at the Annual Meeting.

### **What does the Councillor Development Group do?**

The Group 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 Councillor Development Plans and take part in a Development Needs Analysis.
- ◆ To ensure that the development opportunities on offer continue to maintain the high standards required to retain Level Two 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 Councillor Development Officer, the Corporate Director of Resources or the relevant Portfolio Holder.

## Wyre Borough Council Mentor Scheme



### **Mentors**

One of the elements added to our Member Development Programme in 2007 was the allocation of Mentors to our new councillors. Mentoring is intended to run alongside and complement the training and briefing sessions set out in the Programme. Where possible mentors will be assigned to new councillors by the political group to which they belong.

### **What is Mentoring?**

Mentoring is an arrangement whereby an experienced councillor will act as a Mentor to a new councillor or small group of councillors. The Mentor will guide the new councillor(s) in their early days of office and help them to deal with the challenges they will face.

### **Why do we need mentors?**

Mentors will help to guide newly elected Members who are learning to carry out their duties and responsibilities as councillors. In combination with the Induction Programme, Mentors can ensure that new Members are performing efficiently as quickly as possible.

### **Who can be a Mentor?**

Group leaders will select senior councillors based on who they believe are most able to take on the role and have indicated that they have the time and willingness to become a Mentor. All Mentors should

- have sufficient skill and experience to meet the needs of new Members
- have good interpersonal and communication skills
- be approachable and tolerant.

Where required, guidance can be provided for Members to undertake this important role.

### **What is a Mentor expected to do?**

The Mentor should

- through conversation, discover the level of the new Member's knowledge,
- draw on their own experience to provide useful information about how the council works and introduce useful contacts to the new councillor,
- provide encouragement and support,
- discuss the issues affecting different parts of Wyre,
- avoid overloading the new Member!



### **What areas will the Mentor be expected to cover?**

There is no predefined schedule to keep to or particular rules about subjects that should be covered during Mentoring. It will depend how much help each new councillor needs and the time available. Some new Members may only need a friendly voice on the other end of the telephone every once in a while. The following are just some suggestions that the Mentor and the new Member may wish to consider.

*Introduce them to the Management Team and other senior staff.*

It is important for new Members to meet the officers they will be dealing with.

*Take the new councillor around the council-owned buildings.*

This may not prove to be possible, depending on the time constraints of the Mentor and the new councillor. It could take up a full day to visit all the council buildings at once. It may be easier to visit each of the main buildings on different days.

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

If possible, go through previous agendas and minutes with the new councillor. Show them how to find agendas, reports and minutes online. Encourage them to read previous papers for the committees they sit on and the council's other committees.

*Explain the procedures and protocol of Full Council meetings.*

#### *Surgery support*

- Get the new Member to attend one of your surgeries (if you hold them).
- Take them through a recent case study.
- Encourage them to talk to other councillors about how they run their surgeries and if possible, go to the new councillor's first surgery to offer support.

*Meet with the Party Whip to go through party procedure.*

*Show the new Member how to fill in the Travel and Subsistence Claim Form.*



## **Councillor Development Plans (CDPs)**

Councillor Development Plans (CDPs) were introduced for Members as Personal Development Plans (PDPs) in 2005. If you are a new councillor, the Councillor Development Officer will arrange to complete CDPs and self-assessment questionnaires with you a few months following your election. CDP reviews will be arranged annually for councillors who have completed a CDP (or PDP) previously. You will find examples of a blank CDP and self-assessment questionnaire on the following pages. You can discuss your CDP with the Councillor Development Officer or, if you prefer, a senior Member from your own political group.

This is intended to identify areas where you might like further training or development. The information from your completed CDP and questionnaire is then used to arrange appropriate training and development events and to feed into the overall Councillor Development Programme. Your CDP will be completely confidential unless you ask us to copy the information to your political group leader to use it to help match skills to roles.

### **What is a Councillor Development Plan?**

Your CDP sets out what you would like to achieve and helps you assess what skills you need to build upon to achieve your objectives over the coming years. It will also help you plan your development in line with your individual responsibilities as a councillor.

### **Why does the council want all its Members to have a Councillor Development Plan?**

CDPs help identify individual development needs and ensure that the Councillor Development Programme meets councillors' needs. CDPs also show your commitment, and the council's, to developing your capacity as a councillor.

While the main role of a councillor is to represent your local constituents, you will also have a range of other responsibilities and roles to play. CDPs will help you identify what you need to fulfil all of these different roles effectively. It identifies your existing strengths and reveals areas that you would like to develop and improve. All Members will be encouraged to take part in an annual CDP review. Regular CDP reviews for councillors are required to maintain the high standards needed to retain Level Two of the Charter.

### **What is the Wyre Councillor Skills Framework?**

In 2004, the IDeA introduced the IDeA Skills Framework. Over 350 officers and councillors were interviewed to identify the different skills that councillors need to undertake various roles. These include community leadership, regulating and monitoring, scrutiny and challenge, communication skills, etc. We used the IDeA Skills Framework as a basis to produce a skills framework that is specific to Wyre (see Appendix). Looking at your "job descriptions" on the Wyre Councillor Skills Framework while you are filling in your CDP will help you to identify skills you would like to develop.

### **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.

## **Councillor Development Discussions and Reviews**

Councillor Development Discussions give you the chance to talk about your CDP and self-assessment questionnaire, your development needs and the best way to meet them. This will be done within the context of the council's plans and priorities and will take the positions you hold as a councillor into account. You can discuss your CDP with the Councillor Development Officer, your group leader or deputy leader or other senior Councillor from your own political group. You do not have to have a CDP discussion if you do not wish to. You may prefer to complete the CDP and self-assessment questionnaire on your own.

If you decide to discuss your CDP, things that you may want to talk about might include:

- what you feel you have achieved or have helped to achieve in the ward and in the wider community so far
- how you feel you have benefited from previous training and development sessions
- 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 roles as a councillor

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.

After the discussion, your interviewer will help you to finalise the CDP and you will get a copy for your own records. The Councillor Development Officer will retain a copy on file.

### **Confidentiality**

Any discussions about your self-assessment of skills and what you see as your development needs are confidential. Your completed CDP will be kept securely within Democratic Services. Only the Councillor Development Officer, who is responsible for organising and monitoring training and development sessions, will see it.

### **Training as a result of your CDP**

When discussing how your needs can best be met, the council will have to take the overall training budget into account. It will be necessary to prioritise overall councillor needs and in some cases it may not be possible for the council to justify supporting certain individual development activities. However, all individual requirements will be collated into the overall Councillor Development Programme, which we will use to identify appropriate training courses.

### **Reviews and Evaluation**

CDP reviews should be undertaken annually to ensure that your needs are regularly assessed. These reviews will ensure that you are receiving the training that was identified in your last CDP and will also identify any new requirements. It is important to regularly assess your needs, both in terms of personal benefit and the impact on the council. CDP reviews will also help the council to evaluate its investment in councillor training.



# **Your Councillor Development Plan**

## **About your Councillor Development Plan (CDP)**

When you complete your CDP and the Development Needs questionnaire, you should identify any skills you would like to develop further and any knowledge that you need or wish to improve. The information from your completed CDP and questionnaires will then be used to establish what priority needs have been identified by the largest numbers of councillors. This forms the basis of future Councillor Development Programmes.

Your CDP will also be used to satisfy any individual development needs that you have identified, provided that it is possible to do so within the limited budget available.

No-one other than yourself and the council's Councillor Development Officer will see your CDP. If you want your political group leader to have a copy of your CDP to help them to match skills to roles within the council, you need to tell the Councillor Development Officer in writing.

### **What is a Councillor Development Plan?**

Your CDP allows you to set out your targets and any specific actions for personal development over the coming year. It will help you plan your development in line with council priorities and your individual responsibilities as a councillor.

### **Why should Members complete a Development Plan?**

The Councillor Development Strategy states that "The identification of the individual needs of all councillors in an atmosphere of confidentiality is vital to a successful learning and development programme." Completing your CDP and Development Needs questionnaire will help you to identify existing strengths and reveal areas where further improvements can be made.

While the main role of a councillor is to represent your local constituents, you will also have a range of other responsibilities and roles to play. Acting upon the requirements identified in your CDP will help you to fulfil all of these different roles effectively.

Completing your CDP shows your commitment, and the council's, to developing your capacity as an elected Member

Regular CDP reviews for all councillors will also help us to maintain the standards of the Charter for Elected Member Development so we hope that all Members will review their CDP at least once a year. CDP reviews identify those development needs that have been satisfied or are no longer relevant and any new requirements that have arisen since the last CDP was completed.

### **What is the Wyre Councillor Skills Framework and why is it important to the CDP?**

The IDeA introduced their Councillor Skills Framework in 2004. Over 350 officers and councillors were interviewed to identify the different skills that councillors need in different roles. These included community leadership, regulating and monitoring, scrutiny, communication skills, etc.

We adapted the IDeA Skills Framework in combination with best practice from other authorities, to produce a skills framework that suits Wyre. You will find a copy attached. Using the Wyre Councillor Skills Framework when you complete your CDP will help you to identify the areas where you would like further development.

### **Equality of opportunity**

Wyre Council is committed to equality of opportunity and making sure that access to learning and development is available for all councillors irrespective of age, gender, sexuality, marital status, disability, race, religion, ethnic background, political affiliation or position within the council. That is why all councillors are encouraged to complete a CDP.

## Councillor Development Plan

**Name:** .....

**How many years have you been a councillor for Wyre Council?**

Less than 1 year

1 – 5 years

6 – 10 years

More than 10 years

**Please tick ALL the boxes that apply to you**

**Current committees and roles:**

Leader

Portfolio Holder

Committee chairman

Overview & Scrutiny Committee

Audit Committee

Standards Committee

Licensing Committee

Planning Committee

Employment and Appeals Committee

Joint Consultative and Safety Panel

Housing and Council Tax benefit Review Board

Councillor Development Group

Not on a council committee

Other council committee (please specify)

**Please list any work experience or qualifications you hold that will benefit you in your work as a councillor**

(this could be your job, town, parish or county councillor, etc)

**Please list any relevant training other than that provided by Wyre Council**

(for example as a councillor outside Wyre, at work, in your spare time, etc)

**Please tell us how you usually prefer to learn**

(such as mentoring, books and other open learning, briefings, courses, Internet, etc.)

**What days and/or times are you usually available to attend development events?**

**What days and/or times are you not usually available?**

**Transferable Skills and other experience**

*(please see the notes at the back of the Councillor Development Plan)*

**List any skills developed through work, hobby, social and other life experiences that you think will be useful in carrying out your duties as a councillor:**

**List any relevant experience with other organisations / external bodies here:**  
(For example School Board of Governors, Magistrate, Trade Union Official, etc)

**List any skills developed from your experience with other organisations / external bodies that are useful in carrying out your duties as a councillor here:**  
(For example chairing meetings, advocacy, etc)

## Personal Strengths

Identify no more than five major strengths here:

- 1
- 2
- 3
- 4
- 5

## Current development needs

(Base this on the position you hold within the council now. You should refer to the role descriptions and person specifications for your current role(s) in the Wyre Skills Framework)

Identify no more than five key areas that you would like to develop here:

- 1
- 2
- 3
- 4
- 5

## How would you prefer to address your current development needs

eg mentors, courses, books, briefings from council officers, etc

| Where could you get support from?        | What support do you need? | How could we arrange it? |
|--|---------------------------|--------------------------|
| <br><br><br><br><br><br><br><br><br><br> |                           |                          |



## Achieving your goals as a councillor

Establishing what you want is an important step towards achieving it. You can use this part of your Development Plan to describe the goals you want to achieve as a councillor and what you will do to achieve them.

*You can leave this box blank if you prefer*

### Short term goals

If you aspire to another position in the council or there is anything else that you want to achieve within the next 12 months, it will help you to state it here.

### Long term goals

If you aspire to another position in the council or there is anything else that you want to achieve over the next two or more years, it will help you to state it here.

## 12 Month Action Plan

Your action plan could build on existing strengths, work on areas you want to develop or concentrate on new skills for a future role that you would like to have.

| What skills or knowledge do I need to work on? | How will this assist me with my long term goals? | When do I need to develop these skills or knowledge? |
|--|--|--|
| 1  |  |  |
| 2  |  |  |
| 3  |  |  |
| 4  |  |  |
| 5  |  |  |

**Please return your completed Councillor Development Plan to Duncan Jowitt,  
Councillor Development Officer, Democratic Services, Civic Centre**

## Councillor Development Plan Notes

### Transferable Skills and Strengths

Transferable skills are skills that you can take from one place to another. These skills can be acquired through taking a class, participating in activities, paid or volunteer work, full or part-time jobs, groups, or organisations you belong to.

These are some examples of transferable skills.

**Communication / interpersonal / writing skills** Are you good at expressing yourself?

**Team Player** Have you successfully collaborated in a team environment?

**Drive/Motivation/Ambition** Do you have a strong desire for success?

**Initiative/Self-Starter** Are you good at getting on with things without supervision?

**Quantitative Skills** Are you good at number-crunching, bookkeeping, accounting?

**Leadership Skills** Have you ever been president of an organisation or held another office, been captain of the netball team, etc?

**Analytical Abilities** Are you good at solving problems?

**Organisational Skills / Time Management** Do you easily meet deadlines and produce well-organised work?

**Technical Skills** Are you computer literate or have other skills of a more technical nature?

**Hard Worker** Do you always give 100%?

**Creativity** Have you developed innovative solutions? Do you have the ability to come up with creative ideas, slogans, etc.?

**Flexibility** Willingness to take on new tasks and change your schedule to get the job done.

**Perseverance** Have there been times where you have persevered to succeed with a difficult task?

**Willingness to Learn/Apply Knowledge** Are you ready, willing, and eager to gain knowledge from professionals in a working environment?

**Management Skills** Have you ever been put in charge of a group of people?

**Detail Oriented** Do you believe that it's the small things that make the difference?

**Big Picture Oriented** Or are you better at masterminding overall concepts?

## Development Needs Analysis (DNA)

### Introduction

The DNA questionnaire is used to identify each councillor's training and development needs. The information gathered from individual questionnaires will then be collated and analysed to produce a training programme targeted towards the most significant needs.

The questionnaire focuses on the key skills and knowledge needed to perform the different roles of a councillor effectively, and then identifies development needs.

It contains sets of skills and knowledge, grouped into four separate subjects:

- Personal skills
- Council
- Working with the community
- Political

You should reflect on your current skills and knowledge, and the skills and level of knowledge your role requires. Then consider whether there is a development need currently or there might be in the future.

A training and development need could be a skill or knowledge gap or something you feel you already have but need to improve. It could even be something that you feel you already do well, but would like to develop even further.

### How to fill in the questionnaire

First read carefully the short section on Ratings below and the description given. Then you need to consider each of the skill or knowledge subjects listed in the questionnaire and **CIRCLE** the rating that you feel is most appropriate. **Please remember to include your name!**

### Ratings

| Low Priority  | Moderate Priority   | High Priority  |
|---|---|--|
| Circle the letter <b>L</b> if you <i>do not need to improve</i> your knowledge or skills in that subject to be able to fulfil your current role(s). | Circle the letter <b>M</b> if you the skill or knowledge area <i>needs to improve but it is not urgently needed</i> to fulfil your current role(s). | Circle the letter <b>H</b> if it is a skill or knowledge area that you <i>need to improve as soon as possible</i> to be able to fulfil your current role(s). |

## Development Needs Profile

Name: \_\_\_\_\_

### Personal skills

please CIRCLE Low, Medium or High priority as appropriate

|  | Development Need<br>Low/Medium/High |                                | Development Need<br>Low/Medium/High |
|--|-------------------------------------|--------------------------------|-------------------------------------|
| <b>Self</b>                            |                                     |                                |                                     |
| Adapting to change                     | ..... L / M / H                     | Managing your own stress       | ..... L / M / H                     |
| Behaving assertively                   | ..... L / M / H                     | Exercising leadership          | ..... L / M / H                     |
| Managing time                          | ..... L / M / H                     | Presenting positive self image | ..... L / M / H                     |
| Balancing the needs of home and work   | ..... L / M / H                     | Managing your own safety       | ..... L / M / H                     |
| Analysing and interpreting information | ..... L / M / H                     | Speed reading skills           | ..... L / M / H                     |
| <b>Relationships</b>                   |                                     |                                |                                     |
| Managing conflicting demands           | ..... L / M / H                     | Team-working                   | ..... L / M / H                     |
| Coaching/empowering others             | ..... L / M / H                     |                                |                                     |

## Personal skills continued

please CIRCLE Low, Medium or High priority as appropriate

|  | Development Need<br>Low/Medium/High |   | Development Need<br>Low/Medium/High |
|--|-------------------------------------|---|-------------------------------------|
| <b>Communicating</b>                       |                                     |   |                                     |
| Effectively contributing<br>in meetings    | ..... <b>L / M / H</b>              | Voice and personal<br>presentation skills | ..... <b>L / M / H</b>              |
| Influencing skills                         | ..... <b>L / M / H</b>              | Listening skills                          | ..... <b>L / M / H</b>              |
| Diplomacy                                  | ..... <b>L / M / H</b>              | Questioning skills                        | ..... <b>L / M / H</b>              |
| Giving formal<br>presentations             | ..... <b>L / M / H</b>              |   |                                     |
| <b>Computer and Information Technology</b> |                                     |   |                                     |
| Basic keyboard<br>skills                   | ..... <b>L / M / H</b>              | Use of email/<br>internet                 | ..... <b>L / M / H</b>              |
| Word processing<br>skills                  | ..... <b>L / M / H</b>              | Databases and<br>spreadsheets             | ..... <b>L / M / H</b>              |
| Running councillor<br>website              | ..... <b>L / M / H</b>              | Social networking<br>And blogging         | ..... <b>L / M / H</b>              |

**Council**please **CIRCLE** Low, Medium or High priority as appropriate

|  | <b>Development Need<br/>Low/Medium/High</b> |   | <b>Development Need<br/>Low/Medium/High</b> |
|--|---|---|---|
| <b>Skills</b>                                  |   |   |   |
| Presenting a positive Image of local authority | ..... <b>L / M / H</b>                      | Contributing to Value for Money Reviews                         | ..... <b>L / M / H</b>                      |
| Making contributions in Meetings               | ..... <b>L / M / H</b>                      | Monitoring financial information                                | ..... <b>L / M / H</b>                      |
| Chairing meetings                              | ..... <b>L / M / H</b>                      | Dealing with the media  | ..... <b>L / M / H</b>                      |
| Facilitating groups                            | ..... <b>L / M / H</b>                      | Developing positive relationships with officers                 | ..... <b>L / M / H</b>                      |
| Analysing complex information                  | ..... <b>L / M / H</b>                      | Actively contributing to policy formation                       | ..... <b>L / M / H</b>                      |
| Project Management                             | ..... <b>L / M / H</b>                      | Representing the council positively with external organisations | ..... <b>L / M / H</b>                      |
| Expressing concerns                            | ..... <b>L / M / H</b>                      | Decision making   | ..... <b>L / M / H</b>                      |
| Monitoring performance                         | ..... <b>L / M / H</b>                      | Investigations skills   | ..... <b>L / M / H</b>                      |
| Evaluating options to improve services         | ..... <b>L / M / H</b>                      | Negotiating funding from external bodies                        | ..... <b>L / M / H</b>                      |
| <b>Knowledge</b>                               |   |   |   |
| Decision making structures                     | ..... <b>L / M / H</b>                      | Council Constitution and Procedure Rules                        | ..... <b>L / M / H</b>                      |
| Overview and scrutiny process                  | ..... <b>L / M / H</b>                      | Budgetary process & Local Government finance                    | ..... <b>L / M / H</b>                      |
| Council policies and corporate priorities      | ..... <b>L / M / H</b>                      | Council structure & services                                    | ..... <b>L / M / H</b>                      |

**Working with Communities**  
please CIRCLE Low, Medium or High priority as appropriate

| Development Need<br>Low/Medium/High                                      | Development Need<br>Low/Medium/High                                    |
|--|--|
| <b>One to One and Surgery Skills</b>                                     |  |
| Verbal communication ..... <b>L / M / H</b>                              | Advocacy skills ..... <b>L / M / H</b>                                 |
| Interviewing skills ..... <b>L / M / H</b>                               | Following up issues ..... <b>L / M / H</b>                             |
| Identifying potentially dangerous situations ..... <b>L / M / H</b>      | Counselling skills ..... <b>L / M / H</b>                              |
| Expressing yourself in writing ..... <b>L / M / H</b>                    | Helping others to cope with change ..... <b>L / M / H</b>              |
| Interviewing skills ..... <b>L / M / H</b>                               | Following up issues and casework ..... <b>L / M / H</b>                |
| Problem solving skills ..... <b>L / M / H</b>                            |  |
| <b>Working with Community Groups</b>                                     |  |
| Chairing community group meetings ..... <b>L / M / H</b>                 | Developing plans and strategies with groups ..... <b>L / M / H</b>     |
| Facilitating discussions ..... <b>L / M / H</b>                          | Communicating policies ..... <b>L / M / H</b>                          |
| Dealing with conflict ..... <b>L / M / H</b>                             | Developing & managing constructive relationship ..... <b>L / M / H</b> |
| Leading groups ..... <b>L / M / H</b>                                    | Identifying community needs with groups ..... <b>L / M / H</b>         |
| Increasing participation ..... <b>L / M / H</b>                          |  |
| <b>Awareness</b>   |  |
| Awareness of under-represented groups ..... <b>L / M / H</b>             | Awareness of equality and diversity issues ..... <b>L / M / H</b>      |
| Different methods of consultation eg focus groups ..... <b>L / M / H</b> | Awareness of potentially dangerous situations ... <b>L / M / H</b>     |

**Other skills and knowledge**  
please CIRCLE Low, Medium or High priority as appropriate

|  | Development Need<br>Low/Medium/High |  | Development Need<br>Low/Medium/High |
|--|-------------------------------------|--|-------------------------------------|
| <b>Skills</b>                                      |                                     |  |                                     |
| Undertaking value for money reviews                | ..... L / M / H                     | Developing partnerships with other organisations | ..... L / M / H                     |
| Developing and managing constructive relationships | ..... L / M / H                     | Networking                                       | ..... L / M / H                     |
| Strategy development                               | ..... L / M / H                     | Campaigning and lobbying                         | .... L / M / H                      |
| Risk Management                                    | ..... L / M / H                     | Project Management                               | ..... L / M / H                     |
| <b>Knowledge</b>                                   |                                     |  |                                     |
| Ethics & standards                                 | ..... L / M / H                     | Regional initiatives                             | ..... L / M / H                     |
| Value for money                                    | ..... L / M / H                     | Community Safety                                 | ..... L / M / H                     |
| Sustainability                                     | ..... L / M / H                     | Climate change                                   | ..... L / M / H                     |

**Please state any other subjects or skills that you think you need to develop here:**

**Please return the completed questionnaire to Duncan Jowitt,  
Councillor Development Officer, Democratic Services, Civic Centre.**





# **Councillor Development Programme**

## **Stage One: New Councillor Induction**

## Stage One: New Councillor Induction

We have divided our Councillor Development Programme into four stages. These reflect the likely stages in any “career” as a councillor. The programme covers the full range of competencies and skills that will need to be demonstrated as different roles are assumed within the council.

Stage One is **New Councillor Induction**. 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: New Councillor Induction**, you will:

- show commitment to and act in accordance with the Member’s Code of Conduct by maintaining high standards of ethics and probity,
- understand the role and purpose of overview and scrutiny,
- be committed to equality and diversity and represent all members of the community impartially and equally,
- have knowledge of Wyre Council’s policies, plans and priorities (Golden Thread, Corporate Plan, Community 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.

The **Essentials Stage** is made up of the following workshops and briefings:

- Induction Day
- Meet Your Mentor (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 laptop)
- Time Management Skills
- Guided Tour of the borough
- Media Skills

### Personal Development Plan

New councillors will also be asked to complete a Councillor Development Plan (PDP) and questionnaire. This will be used to structure individual training needs and develop the overall Councillor Development Programme.

### Peer Mentor

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

| <p align="center"><b>Councillor Development Programme<br/>Stage One – New Councillor Induction</b></p>  |   |  |  |
|---|---|--|--|
| <b>Purpose of session</b>   | <b>How to be delivered</b>  | <b>Timescale</b>                             | <b>Duration</b>  |
| <p>To provide an introduction to:</p> <ul style="list-style-type: none"> <li>• Wyre Borough Council, the role of the council and its strategic plans and priorities</li> <li>• the role of a councillor and the Member Code of Conduct</li> <li>• the Council's organisational and committee structure</li> </ul> | <p><u>Induction Day – Welcome to Wyre</u></p> <p>A series of short briefing talks by Management Team and Democratic Services to cover:</p> <ul style="list-style-type: none"> <li>• Role of Councillors and officers</li> <li>• Committee and decision-making structure</li> <li>• Organisational structure</li> <li>• Strategies, plans and priorities</li> <li>• Member Code of Conduct and Declarations of Interest</li> <li>• Democratic Services, Councillor Development</li> <li>• Members' Allowances</li> </ul> | <p>Approximately one week after election</p> | <p>Evening Session (alternative arrangements will be made if elected as a result of by election)</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><u>The Role of Overview and Scrutiny</u></p> <p>Briefing session delivered by Democratic Services and Scrutiny Manager and Scrutiny Officer covering</p> <ul style="list-style-type: none"> <li>• Work Programmes</li> <li>• Call in Procedure</li> <li>• Critical Friend Challenge</li> </ul>   | <p>Within one month of election</p>          | <p>Two hours</p>   |
| <p>To help the councillor manage their surgeries and casework and make them aware of meeting protocol, etc</p>  | <p><u>Meet Your Mentor</u></p> <p>A Mentor will be made available by the new councillor's political group to help guide them through their early days of office</p>   | <p>Within two months of election</p>         | <p>N/A - Ongoing</p>   |

| Purpose of session  | How to be delivered   | Timescale   | Duration                            |
|---|---|---|-------------------------------------|
| <p>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><u>Code of Conduct</u></p> <p>Mandatory briefing session delivered by the Monitoring Officer and the senior Officer in Legal Services covering</p> <ul style="list-style-type: none"> <li>• the Ethical Framework,</li> <li>• Codes of Conduct,</li> <li>• Standards Committee and Standards Board</li> <li>• Personal and Prejudicial Interests</li> </ul>                                | <p>Within one month of election</p>                           | <p>Two hours</p>                    |
| <p>Identify strengths and areas for development</p> <p>Prepare Councillor Development Plan (CDP)</p>  | <p><u>Councillor Development Plan</u></p> <p>Completion of CDP and training needs questionnaires to assess strengths and development needs</p>  | <p>Where possible, within six months of election</p>          | <p>One-Two hours</p>                |
| <p>To instil commitment to equality and enable councillors to represent all groups within the electorate impartially</p>  | <p><u>Equality and Diversity</u></p> <p>Briefing session delivered by or information pack prepared by the Officer responsible for Equality and Diversity</p>  | <p>Where possible, within six months of election</p>          | <p>One hour</p>                     |
| <p>[Following connection to the council's computer systems].</p> <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> | <p><u>Welcome to the Machine... An Introduction to IT Systems</u></p> <p>Practical hands-on training covering:</p> <ul style="list-style-type: none"> <li>• Using the WBC web site and intranet</li> <li>• Using TEN performance management system</li> <li>• Basic word processing</li> <li>• Sending and receiving emails</li> <li>• Community portal &amp; councillor web sites</li> </ul> | <p>Following connection to the council's computer systems</p> | <p>Evenings / half day sessions</p> |

| Purpose of session  | How to be delivered   | Timescale  | Duration         |
|---|---|--|------------------|
| <p>To gain an insight into the borough and the issues affecting the different areas within it.</p>  | <p><u>Now Here is Know Wyre... A Guided Tour of the Borough</u></p> <p>A guided bus tour of the whole of Wyre borough visiting major development sites, deprived areas and other areas of interest, such as</p> <ul style="list-style-type: none"> <li>• Cleveleys Promenade</li> <li>• Pharos and Burn Naze wards</li> </ul> | <p>Where possible, within six months of election</p> | <p>Half day</p>  |
| <p>To learn about the role of the media in championing local government and ways to get the Wyre message across.</p> <p>Learn practical interview techniques for radio and TV interviews.</p> | <p><u>Have We Got News For You...Media Skills Workshop</u></p> <p>How to make the media work for you.</p> <p>An interactive workshop session delivered by the PR Team in conjunction with local press and radio journalists.</p>  | <p>Where possible, within six months of election</p> | <p>Two hours</p> |
| <p>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.</p>           | <p><u>Time Management Skills</u></p> <p>Workshop session in which councillors can explore and develop time management skills using practical exercises and case studies.</p> <p><i>Councillors who identify this as a priority will be given the opportunity to attend a course from an external provider.</i></p>            | <p>At any time after election</p>                    | <p>Half day</p>  |



# **Councillor Development Programme**

## **Stage Two: Essentials**

## Stage Two: Essentials

The Councillor Development Programme is divided into four stages. These reflect the different stages in your “career” as a councillor. The programme covers the full range of competencies and skills you will need to demonstrate as you assume different roles within the council.

Stage Two of the programme is **Essentials**. This stage of training covers the essential skills and knowledge that all new councillors should acquire during the first twelve months following their election.

When they have completed **Stage Two: Essentials**, 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 developed 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
- Golden Gavel Constitution Challenge
- Meetings Workshop
- Speed Reading
- IT training

Mentor sessions will continue dependent upon the needs of the councillor.



| <b>Councillor Development Programme<br/>Stage Two - Essentials</b>   |   |                              |                            |
|--|---|------------------------------|----------------------------|
| <b>Purpose of session</b>  | <b>How to be delivered</b>  | <b>Timescale</b>             | <b>Duration</b>            |
| Learn techniques to determine the needs of and build relationships with constituents and deal with conflict when it arises.                    | <p><u>Front Line Councillor's Workshop</u></p> <p>Workshop consisting of case studies, group discussions and the application of practical exercises and techniques to build effective relationships with the community and deal with any difficult situations that may arise.</p>   | Within 12 months of election | Full day                   |
| Understanding of the difficulties involved in having to operate within a set budget and the reasons for establishing tight budgetary controls. | <p><u>Local Government Finance</u></p> <p>Briefing sessions on the Budget and Medium Term Financial Plan delivered by the Corporate Director of Resources (S151 Officer)</p>  | Within 12 months of election | Various sessions - ongoing |
| Knowledge and greater understanding of the rules of debate, council meeting protocol, how to table amendments, etc                             | <p><u>The Rules of Engagement</u></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"> <li>• proposing and seconding a motion</li> <li>• tabling amendments</li> <li>• Closure motions</li> <li>• Points of order</li> <li>• Right of reply</li> <li>• Personal explanations</li> </ul> | Within 12 months of election | Two hours                  |

| Purpose of session   | How to be delivered  | Timescale                                       | Duration                                       |
|--|--|---|--|
| <p>To instil the confidence to participate effectively and contribute assertively at a meeting.</p> <p>An understanding of the differences between types of meetings.</p>                        | <p><u>Meetings workshop</u></p> <p>Interactive workshop session including</p> <ul style="list-style-type: none"> <li>• holding an effective meeting</li> <li>• Role of the Chairman</li> <li>• Following the agenda</li> <li>• Making your point with confidence and clarity</li> <li>• Handling differences of opinion and avoiding conflict</li> </ul>                           | <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><u>Speed Reading</u></p> <p>Short information leaflet including</p> <ul style="list-style-type: none"> <li>• knowing what information you want from a document before you start reading it</li> <li>• how to skim excessively detailed documents and ignore irrelevant detail</li> <li>• how to use a pointer to smooth the way your eyes move and reduce skip-back.</li> </ul> | <p>At any time after election</p>               | <p>N/A</p>                                     |
| <p>To make effective use of the computer</p>   | <p><u>IT training</u></p> <p>Practical hands-on training covering:</p> <ul style="list-style-type: none"> <li>• File management</li> <li>• Word Processing, Spreadsheets and Databases</li> <li>• Presentations</li> </ul>   | <p>Within 12 months of election and ongoing</p> | <p>Evenings / half day and ad hoc sessions</p> |



# **Councillor Development Programme**

## **Stage Three: Development**

## Stage Three: Development

The Councillor Development Programme is divided into four stages. These reflect the different stages in your “career” as a councillor. The programme covers the full range of competencies and skills you will need to demonstrate as you assume different roles within the council.

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

When you have completed **Stage Three: Development**, 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 **Development 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 Councillor Development Plans and in the wake of new initiatives.

Mentoring may continue if required and Councillor Development Plans will be reviewed after 12 months.



# **Councillor Development Programme**

## **Stage Four: Advanced**

## Stage Four: Advanced

The Councillor Development Programme is divided into four stages. These reflect the different stages in your “career” as a councillor. The programme covers the full range of competencies and skills you will need to demonstrate as you assume different roles within the council.

Stage Four is Advanced. This stage of training covers the essential skills and knowledge that all councillors would be expected to acquire in the second half of your term of office.

When you have completed **Stage Four: Advanced**, 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 Councillor Development Plans and in the wake of new initiatives.

Your Councillor Development Plan will be reviewed. The results of any 360-degree feedback can be incorporated into the CDP.



# **Councillor Development Programme**

**Training Materials, Resources & Contacts**

## Training Materials and Resources

### Flexible Learning

We plan most councillor development events 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 (**unfortunately unless there is an exceptionally high demand for it, we cannot make The Modern Councillor website described below available to all councillors due to the high cost involved**) 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 for 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 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 page

A range of training videos and associated materials has also been installed on the PC in the Members' Library. Contact Democratic Services if you are unsure how to access these.



**Books in the Members' Library:**

**NOTE - e-books are installed on the PC in the Members' Library**

**Local Government**

Local Government in Britain – Everyone's Guide To How It All Works  
Understanding Local Government  
Danger Zones For Councillors and Officers  
Partnership Development and Evaluation Handbook  
The Local Government Act 1972 Annotated  
Local Government Governance: Financial & Legal Aspects of Implementing the Local Government Act 2000  
Councillor's Guide to Local Government Finance 2007 Fully Revised Edition  
Parish Government 1894-1994

**Self-Improvement, etc**

Speed Reading  
Language: The Basics of Linguistics  
Use Your Head  
Assert Yourself  
How To Say No  
Assertiveness at Work: A Practical Guide to Handling Awkward Situations  
Working With Emotional Intelligence  
Straight and Crooked Thinking  
Know Your Own IQ  
Be Yourself (Stress Management)  
The Time of Your Life (Time Management)  
Lateral Thinking Puzzles Volume 1  
Mind-Bending Lateral Thinking Puzzles by Des MacHale  
Five Minute Crime Lateral Thinking Puzzles  
Use Your Head  
Learn to Remember  
Teach Yourself To Think  
Maximize Your Mental Power  
Paul McKenna's Hypnotic Secrets  
Emotional Intelligence: Why it can matter more than IQ

**Politics and Politicians**

Give Me Ten Seconds (Sergeant)  
A Conservative Coup: The Fall of Margaret Thatcher  
My Style of Government: The Thatcher Years (Ridley)  
Libertarian Manifesto (Rothbard) – *e-book*  
Kill the Messenger (Ingham)  
Breaking the Codes: Westminster Diaries (Brandreth)  
New Libertarian Manifesto (Konkin) – *e-book*  
The Tories: Conservatives and the Nation State 1922-1997 (Clark)  
Alan Clark Diaries  
Alan Clark Diaries: Into Politics  
Maggie: Her Fatal Legacy (Sergeant)  
The Political Animal (Paxman)

Anarchosyndicalism (Rocker) – *e-book*  
It Doesn't Have to be Like This: Green Politics Explained (Icke)  
Political Parties  
Leadership (Giuliani)  
Betty Boothroyd: The Autobiography  
Churchill (Jenkins)  
Mein Kampf (Hitler) – *e-book*  
Long Walk To Freedom (Mandela)  
Lenin In His Own Words  
Communist Manifesto (Marx & Engels) – *e-book*  
The Words of Gandhi  
Mastering British Politics  
Out of the Wilderness: Tony Benn Diaries 1963-67  
Office Without Power: Tony Benn Diaries 1968-72  
Conflicts of Interest: Tony Benn Diaries 1977-80  
Anarchy (Malatesta) – *e-book*  
The Principles of Anarchism (Parsons) – *e-book*  
Lend Me Your Ears (Boris Johnson)  
Open Source Democracy: How Online Communication is Changing Offline Politics  
A Prime Minister On Prime Ministers (Wilson)  
Frustrate Their Knavish Tricks: Writings on Biography, History and Politics (Ben Pimlott)  
Heresies: Against Progress and Other Illusions (John Gray)

### **Society, Crime, Social Welfare, etc**

Investigating Crime and Deviance  
Mastering Social Welfare  
The State We're In

### **Economics, Marketing, etc**

The Book of Money: A Visual Study of Economics  
Mastering Marketing  
The Profit Zone: How Strategic Business Design will lead you to Tomorrow's Profits  
Economics: A General Introduction (1959)

### **Psychology, Personality & Philosophy**

Gestalt Therapy  
I'm OK You're OK  
Body Language at Work  
Making Sense: Philosophy Behind the Headlines  
A History of Western Philosophy  
The Conflict in Man's Soul  
A Dictionary of Psychology  
Teach Yourself Psychology  
Psychology: A new introduction for A Level  
Life and How to Survive It  
Understanding the Enneagram: The Practical Guide to Personality Types  
Essential Social Psychology  
Free to be Human: Intellectual Self Defence in an Age of Illusions

**History, Global Affairs, etc**

The World Affairs Companion - The Essential One-Volume Guide to Global Issues  
Modern World History  
A History of the Arab Peoples  
A Short History of Nearly Everything (Bryson)  
East and West: The Last Governor of Hong Kong on Power, Freedom & the Future (Patten)  
Mastering Economic and Social History  
The Gun and the Olive Branch: The Roots of Violence in the Middle East  
The Condition of the Working Class in England  
If the Nazis Had Come: Hitler's Plan for England had he Conquered  
The World At War  
The Rise and Fall of the Third Reich  
A History of Eastern Europe: Crisis and Change  
Wonderful Life: The Burgess Shale and the Nature of History  
Ideas That Shaped Our World  
The Operators: Inside 14 Intelligence Company, the army's top secret elite

**Debating, Public Speaking, Quotations, Speechwriting, etc**

Pros and Cons: A Debater's Handbook  
How To Be a Good Talker  
Jokes, Quotes and One-Liners for Public Speakers  
Jokes and Quotes for Speeches  
Janner's Complete Speechmaker  
5,000 Gems of Wit and Wisdom: Memorable Quotations for all Occasions  
Scorn With Added Vitriol  
Oxford Dictionary of Political Quotations  
Oxford Dictionary of Humorous Quotations  
Oxford Dictionary of Literary Quotations  
Oxford Dictionary of English Proverbs  
Oxford Book of Literary Anecdotes  
Concise Oxford Dictionary of Quotations  
Penguin Dictionary of Modern Quotations  
Longman Dictionary of Common Errors  
Roget's Thesaurus

**Humour (to spice up speeches or while away an idle 5 minutes before a meeting)**

Private Eye's Bumper Book of Boobs (boobs and misprints from the world's press 1962-73)  
Private Eye's Another Batch of Boobs (boobs and misprints from the world's press 1974-79)  
Private Eye's Third Book of Boobs (boobs and misprints from the world's press 1980-84)  
Private Eye's Cutting Humour (boobs and misprints from the world's press 1985-93)  
Private Eye's Colemanballs Volumes 2-7  
Guinness Book of Humorous Gaffes  
Grumpy Old Men  
Office Politics  
The Joy of Clichés  
How to Rule the World: A handbook for the aspiring dictator  
The Thoughts of Chairman Alf (Garnett)  
Paul Merton's History of the 20<sup>th</sup> Century

### **Novels of a political nature**

Heart of Darkness (Conrad)  
Animal Farm (Orwell)

### **Miscellaneous**

Halliwell's Film and Video Guide 1999 Edition  
The Internet For Dummies  
Sign Language  
Poulton-Le-Fylde Lancashire: A Home and a College 1930-1983 (*The history of the Civic Centre building before it became the home of Wyre BC*)  
Taking Chances: Winning with Probability

### **Religion**

A Summary of Christian Doctrine  
Introducing Quakers  
Muslims in Europe

### **Magazines & other publications**

LGA Annual Report to shareholders 2007  
FSA (Food Standards Agency) News July/August 2007  
Fleetwood Masterplan public consultation July 2007  
Poulton-le-Fylde Town Centre Strategy public consultation April 2007  
Management of Third Party Spend – Thinking About Markets  
Management of Third Party Spend – Newsletters 1, 2 and 3  
Delivering Public Value – Local Government Ombudsmen Annual Review 2006/07  
Working For the North – Affordable Homes, Strong Communities  
Lancashire Business Review Vol 3 No 3  
Northwest Regional Development Agency Annual Review 2006-2007  
Lancashire Economic Partnership News and other documentation  
Review of the Electoral Commission 11<sup>th</sup> Report

Wyre BC – Chairmanship: The Councillor's Guide to Chairing Meetings  
Wyre BC –The New Member's Guide to the Council

## **E-learning modules – Modern Councillor**

*Please note that, because of the high cost of subscription, this service is not currently available to Wyre councillors. However if a substantial number of councillors are willing to make a commitment to complete all the modules, the Councillor Development Group will review the position.*

**Modern Councillor** is a service designed to help councillors develop their skills through e-learning.

Launched in mid-2007, Learning Pool in conjunction with NWE0, NWIN and IDeA developed an e-learning portal - Modern Councillor - specifically for and available to all modules that are directly relevant to new and re-elected councillors in England.

All the courses reflect initiatives and challenges facing modern councillors today. The web site **www.moderncouncillor.com** allows free access to one of the modules to view the standard of materials available.

Access to all published modules will only be made available if a substantial number of councillors express a wish to use this facility. If the council were to subscribe to the service, this will include as many return visits or uses of the modules as councillors require.

**Courses available** (as shown on [www.moderncouncillor.com](http://www.moderncouncillor.com) at the time of publication)

1. Best Practice Procurement
2. Chairing Meetings
3. Code of Conduct
4. Community Leadership
5. Data Protection
6. Equality and Diversity
7. Getting Started with Social Media
8. Introduction to Local Government
9. Licensing and Regulation
10. Localism Bill
11. Public Speaking
12. Risk Management
13. Technology and Change
14. Transformational eDemocracy
15. Working with the Media
16. Writing for the Web
17. Your Role as a Councillor

**All courses include examples, case studies and scenarios specifically created for elected representatives and are intended to be directly relevant for modern councillors in their role as community leaders.**

These e-courses are particularly suitable for councillors who are IT aware who find it hard to attend traditional briefing and training sessions and are a useful supplement to the learning from other types of courses and workshops.

## 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: [djowitt@wyrebc.gov.uk](mailto:djowitt@wyrebc.gov.uk)

#### **Roy Saunders, Democratic Services**

Phone: (01253) 887481  
Email: [rsaunders@wyrebc.gov.uk](mailto:rsaunders@wyrebc.gov.uk)

#### **Councillor Pete Murphy, Street Scene Portfolio Holder**

(The Street Scene Portfolio Holder has specific responsibility for Member Training and Development. At the time of publishing, Councillor Murphy holds this position).

Phone: (01253) 872139  
Email: [pmurphy@wyrebc.gov.uk](mailto:pmurphy@wyrebc.gov.uk)

#### **Any member of the Councillor Development Group**

At the time of publishing, the official members of the Group are:

Councillor Rita Amos  
Councillor Tom Balmain  
Councillor Ramesh Gandhi  
Councillor Rita Hewitt (Vice Chairman)  
Councillor Don Lawrenson  
Councillor Pete Murphy  
Councillor Julie Newsham (Chairman)  
Councillor Patsy Ormrod  
Councillor Ian Perkin  
Councillor Christine Smith  
Councillor David Swift  
Councillor Paul Treece-Birch



# **Councillor Development Programme**

## **Appendix**

**Wyre Councillor Skills Framework**

**Elected Member Role Descriptions  
and Person Specifications**

## **CONTENTS**

### **Background**

The following are a set of role descriptions and person specifications for councillors.

The role descriptions set out the responsibilities and functions of the main roles of elected Members. The person specifications describe the qualities and skills required of members in each of the roles and will be used when considering the provision of training and personal development opportunities.

The following roles are included:

- “Front line” Councillor
- Scrutiny Committee Member
- Regulatory Committee Member
- Scrutiny Chairman and Vice Chairman
- Regulatory Committee Chairman
- Standards Committee Member
- Audit Committee Member
- Cabinet Member
- Leader and Deputy Leader
- Mayor of the Council and Deputy Mayor



## **“FRONT LINE” COUNCILLORS**

### **ROLE DESCRIPTION**

#### **1 Accountabilities**

- To Full Council
- To the electorate of their ward

#### **2 Role Purpose and Activity**

- **Representing and supporting communities**
  - To represent ward interests.
  - To be an advocate for the Council in the ward and communities they serve.
  - To be a channel of communication to the community on council strategies, policies, services and procedures.
  - To represent individual constituents and local organisations, undertaking casework on their behalf and serving all fairly and equally.
  - To liaise with Cabinet members, other council members, council officers and partner organisations to ensure that the needs of the local communities are identified, understood and supported.
  - To promote tolerance and cohesion in local communities.
  - Supporting and presenting Party Group policies, when appropriate.
- **Making decisions and overseeing Council performance**
  - To participate in full Council meetings, reaching and making informed and balanced decisions, overseeing performance and engaging with the local community.
  - To participate in informed and balanced decision making on committees, groups and panels to which they might be appointed.
  - To adhere to the principles of democracy and collective responsibility in decision making.
  - To promote and ensure efficiency and effectiveness in the provision of Council and other public services.
- **Representing the Council (subject to appointment)**
  - To represent the Council on local outside bodies as an appointee of the Council
  - To represent the Council on local partnership bodies, promoting common interest and co-operation for mutual benefit
  - To represent and be an advocate for the Council on national bodies and at national events.
- **Personal and role development**
  - To participate in opportunities for training and development provided for members by the Council.

### 3. Values - Internal governance, ethical standards and relationships

- To be committed to the values of the Council, as set out in the Corporate Plan.
- To promote and support good governance of the Council and its affairs.
- To provide community leadership and promote active citizenship.
- To promote and support open and transparent government
- To support, and adhere to respectful, appropriate and effective relationships with employees of the Council.
- To adhere to the Member's Code of Conduct, the Member/Officer Protocol and the highest standards of behaviour in public office, including commitment to the following principles:
  - selflessness
  - objectivity
  - openness
  - respect for others
  - stewardship
  - honesty and integrity
  - accountability
  - personal judgement
  - duty to uphold the law
  - leadership

## **“FRONT LINE” COUNCILLORS**

### **PERSON SPECIFICATION**

**To fulfil his or her role as laid out in the role description, an effective member requires the following knowledge and skills:**

#### **Representing and supporting communities**

- Knowledge of the local area
- Knowledge of community groups and organisations
- Understanding of community issues
- Good advocacy skills
- Interpersonal skills
- Integrity and the ability to set aside own views and act impartially
- The ability to present relevant and well reasoned arguments
- Good communication skills

#### **Making decisions and overseeing council performance**

- Knowledge and understanding of the Procedure Rules for meetings set out in the Council’s Constitution
- An understanding of strategic, policy and service contexts for decisions including an awareness of the contents of the Wyre Community Plan and the Council’s Corporate Plan
- The ability to challenge ideas and contribute positively to policy development

#### **Representing the Council (subject to appointment)**

- Good public speaking skills
- Good presentation skills
- The ability to persuade others and act with integrity

#### **Internal governance, ethical standards and relationships**

- An awareness of the contents of the Council’s Corporate Plan
- 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
- A knowledge and commitment to the principles of high standards in public life

#### **Personal and role development**

- An ability to assess personal and role development needs
- Desire and skills to participate in development
- Effective time management
- Basic IT skills - awareness of e-mail facilities and ability to gain access to the Council’s system

## **SCRUTINY MEMBER**

### **ROLE DESCRIPTION**

#### **1 Accountabilities**

- To the Chairman of the appropriate scrutiny committee
- To Full Council
- To the public
- To External Regulatory Bodies

#### **2 Role purpose & activity**

- To participate fully in the activities of the relevant Scrutiny Committee, delivery of its work programme and any associated Task Groups
- **Reviewing and developing policy**
  - Assist in the creation, development, improvement and refinement of council policy
  - Challenge policies on a sound basis of evidence, for example against legislation or local political priority
  - Assess impact of existing policy
- **Monitoring performance and service delivery**
  - Monitor the performance of internal and external 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
- **Promoting the work of scrutiny**
  - 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 scrutiny
- **Community leadership**
  - 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

- **Hold the Executive to account**

- Scrutinise decisions taken or proposed by the Cabinet, individual Portfolio Holders or officers under delegated powers including regular review of the Forward Plan requesting a Portfolio Holder to attend a meeting to answer questions and if necessary, “call-in”.

### **3. Values - Internal governance, ethical standards and relationships**

- To be committed to the values of the Council, as set out in the Corporate Plan.
- To promote and support good governance of the Council and its affairs.
- To provide community leadership and promote active citizenship.
- To promote and support open and transparent government
- To support, and adhere to respectful, appropriate and effective relationships with employees of the Council.
- To adhere to the Member’s Code of Conduct, the Member/Officer Protocol and the highest standards of behaviour in public office, including commitment to the following principles:
  - selflessness
  - objectivity
  - openness
  - respect for others
  - stewardship
  - honesty and integrity
  - accountability
  - personal judgement
  - duty to uphold the law
  - leadership

## **SCRUTINY MEMBER**

### **PERSON SPECIFICATION**

**To fulfil his or her role as laid out in the role description, an effective scrutiny member requires:**

#### **Participate fully in the activities of the scrutiny function**

- Full understanding of the scrutiny remit and role, and terms of reference for their own committee and others
- Knowledge of the contents of the Council's Guide to Scrutiny

#### **Reviewing and developing policy**

- Knowledge of and ability to evaluate existing policy
- Understanding of best practice
- Understanding of national and local legislative and policy context

#### **Monitoring performance and service delivery**

- Understanding of the Council's Overview and Scrutiny practices and procedures
- Understanding of the principles and practice of performance management
- Understanding of council's performance management arrangements, including knowledge of the TEN computer system
- Ability to analyse data and challenge performance

#### **Promoting the work of scrutiny**

- Ability to negotiate and build consensus
- Ability to act objectively and on the basis of evidence

#### **Community leadership**

- An understanding of the community leadership role
- Knowledge of local issues and expectations
- Ability to work effectively with all members of the community and build understanding and ownership of scrutiny
- Knowledge of the individuals and organisations in the community especially those traditionally excluded

#### **Meeting participation**

- Ability to interpret information and data from a range of sources
- Understanding and application of meeting protocols, code of conduct, Procedure Rules and other constitutional requirements
- Ability to participate in meetings including effective listening, questioning and speaking

## **Holding the Executive to account**

- Understanding of arrangements for call in and for questioning members of the Cabinet

## **Internal governance, ethical standards and relationships**

- An awareness of the contents of the Council's Corporate Plan
- 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
- A knowledge and commitment to the principles of high standards in public life

## **MEMBER OF A REGULATORY COMMITTEE (Licensing and Planning Committees)**

### **ROLE DESCRIPTION**

#### **1 Accountabilities**

- To Full Council
- To the Chairman of the regulatory committee

#### **2 Role purpose and activity**

- **Understanding the nature of the regulatory committee and quasi-judicial decision making**
  - To be aware of the quasi-judicial nature of regulatory committee decision making
  - To have sufficient technical, legal and procedural knowledge to contribute fairly and correctly to the function of the committee
  - To be thorough and objective in receiving and responding to professional advice in the conduct of meetings and individual cases/applications before the committee
- **Participating in meetings and making decisions**
  - To participate effectively in meetings of the regulatory committee, ensuring that both local considerations and policy recommendations are balanced to contribute to effective decision making
  - To make informed and balanced decisions, within the terms of reference of the committee, which accord with legal, constitutional and policy requirements

#### **3 Values - Internal governance, ethical standards and relationships**

- To ensure the integrity of the committee's decision making and of his/ her own role by adhering to the Code of Conduct(s) and other constitutional and legal requirements
- To promote and support good governance by the Council
- To understand the respective roles of members, officers and external parties operating within the regulatory committee's area of responsibility



## **REGULATORY COMMITTEE MEMBER (Licensing and Planning Committees)**

### **PERSON SPECIFICATION**

**To fulfil his or her role as laid out in the role description, an effective member of a regulatory committee requires the following:**

#### **Understanding the nature of the regulatory committee and quasi-judicial decision making**

- Integrity and the ability to set aside own views and act impartially
- Knowledge of law, policy and procedures for that regulatory/quasi judicial area
- Maintenance of knowledge
- Objectivity and judgement

#### **Participating in meetings and making decisions**

- Ability to listen and to consider and respect the views of other contributors
- Good public speaking skills
- Good advocacy skills

#### **Internal governance, ethical standards and relationships**

- Knowledge and understanding of the Code of Conduct and relevant protocols
- An understanding of the roles of officers, members and different agencies
- Respect for, and desire to work with, different groups and individuals
- A knowledge and commitment to the principles of high standards in public office

## **SCRUTINY CHAIRMAN (AND VICE CHAIRMAN)**

### **ROLE DESCRIPTION**

#### **1. Accountabilities**

- Full Council
- The Public
- External Regulatory Bodies

#### **2. Role purpose & activity**

- **Provide leadership and direction**
  - Promote the role of Scrutiny within and outside the council, liaising effectively both internally within the council and externally with the Council's partners
  - Develop, in conjunction with the Scrutiny Officers and the Chairmen of the other Scrutiny Committees, a balanced scrutiny work programme.
  - Ensure the 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
- **Manage the work programme**
  - Ensure that the work programme is delivered
  - Submit periodic progress reports to Council and respond to questions and comments, in accordance with the Council Procedure Rules
  - Liaise with officers, other members and community representatives to resource and deliver the work programme
- **Effective meeting management**
  - 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 the necessary preparation is done beforehand
  - Ensure that all participants have an opportunity to make an appropriate contribution
- **Community leadership**
  - Act as a focus for liaison between the council, community and external bodies in relation to the scrutiny function
  - Build understanding and ownership of the scrutiny function within the community

- Identify relevant community based issues for scrutiny
- Involve fully external stakeholders for example, service users expert witnesses and partners in scrutiny activity
  - **Involvement and development of committee members**
- Encourage high performance from all committee members in both committee and task and finish groups
- Assess individual and collective performance within the committee and facilitate appropriate development

### **3. Values - Internal governance, ethical standards and relationships**

- To promote and support good governance of the Council and its affairs.
- To provide community leadership and promote active citizenship.
- To promote and support open and transparent government
- To support, and adhere to respectful, appropriate and effective relationships with employees of the Council.
- To adhere to the Member's Code of Conduct, the Member/Officer Protocol and the highest standards of behaviour in public office, including commitment to the following principles:
  - selflessness
  - objectivity
  - openness
  - respect for others
  - stewardship
  - honesty and integrity
  - accountability
  - personal judgement
  - duty to uphold the law
  - leadership

### **Vice Chairman**

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

## **SCRUTINY CHAIRMAN**

### **PERSON SPECIFICATION**

**To fulfil his or her role laid out in the role description an effective Scrutiny Chair requires:**

#### **Provide leadership and direction**

- Understanding of council role and functions
- Understanding of role of scrutiny, terms of reference for the committee, role of chair, and other aspects of the democratic arrangements
- Understanding of member support functions
- Understanding of council priorities and risks
- Ability to develop work programmes
- Understanding of community issues
- Objectivity
- Negotiation and consensus building
- Ability to build constructive and 'critical friend' relationships with the Executive

#### **Manage the work programme**

- Ability to manage projects and resources
- Ability to manage people
- Ability to prioritise
- Ability to report progress to different groups in different styles

#### **Effective meeting management**

- Understanding and application of meeting protocols, code of conduct, standing orders and other constitutional requirements
- Ability to chair meetings effectively, managing the agenda and progressing business
- Ability to facilitate effective discussions
- Ability to listen and question effectively

#### **Community leadership**

- An understanding of the community leadership role
- Knowledge of local issues and expectations
- Ability to work effectively with all members of the community and build understanding and ownership of scrutiny
- Knowledge of the individuals and organisations in the community especially those traditionally excluded

#### **Involvement and development of committee members**

- Understanding of role and skills of the scrutiny committee and its individuals
- Ability to support members and the committee in assessing their performance

- Ability to identify any training and development needs and procuring appropriate learning and development

## **Internal governance, ethical standards and relationships**

- 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
- A knowledge and commitment to the principles of high standards in public life

## **CHAIRMAN OF A REGULATORY COMMITTEE (Licensing and Planning Committees)**

### **ROLE DESCRIPTION**

#### **1 Accountabilities**

- To Full Council
- To the members of the regulatory committee

#### **2 Role Purpose and Activity**

- **Provide leadership and direction**
  - 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 which accord with legal, constitutional and policy requirements
- **Promoting the role of the regulatory committees and quasi-judicial decision making**
  - Act as an ambassador for the regulatory committees, facilitating understanding of the role
  - 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.

#### **3. Values - Internal governance, ethical standards and relationships**

- To promote and support good governance of the Council and its affairs.
- To provide community leadership and promote active citizenship.
- To promote and support open and transparent government
- To support, and adhere to respectful, appropriate and effective relationships with employees of the Council.
- To adhere to the Member's Code of Conduct, the Member/Officer Protocol and the highest standards of behaviour in public office, including commitment to the following principles:
  - selflessness
  - objectivity
  - openness
  - respect for others
  - stewardship
  - honesty and integrity
  - accountability
  - personal judgement
  - duty to uphold the law
  - leadership

## **CHAIRMAN OF REGULATORY COMMITTEE (Licensing and Planning Committees)**

### **PERSON SPECIFICATION**

**To fulfil his or her role as set out in the role description, an effective regulatory committee chair requires:**

- **Providing leadership and direction**
    - Ability to conduct meetings to ensure that applicants feel that they have been dealt with fairly and fully even if their application is refused
    - Understanding of the Council's role and ability to ensure that stake holders are aware of that role
    - Communication skills
    - Knowledge of local issues
    - Ability to manage the work of the committee
    - Ability to support and develop necessary skills in fellow members of the committee
  
  - **Promoting the role of the regulatory committee and quasi-judicial decision making**
    - Understanding and appreciation of the regulatory framework
    - Ability to inspire and enthuse committee members for the work of the committee
    - Integrity and the ability to set aside own views and act impartially
    - Knowledge and understanding of the relevant code(s) of conduct and protocols and the ability to champion them
    - Knowledge and understanding of:
      - Licensing Policy
      - Planning Policy
- } As appropriate for the Chairmen of the  
Licensing and Planning Committees

#### **Internal governance, ethical standards and relationships**

- 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
- A knowledge and commitment to the principles of high standards in public life

## **STANDARDS COMMITTEE MEMBER**

### **ROLE DESCRIPTION**

#### **1. Accountabilities**

- To full Council.
- To the Chairman of the Committee.
- To the public.

#### **2. Role Purpose and Activity**

- To promote and maintain high standards of conduct by Councillors and co-opted members.
- To monitor and advise members on the observation of the Members Code of Conduct.
- To monitor and review the effectiveness of the Member/Officer and other relevant protocols.
- To consider any case reports on complaints against Councillors submitted by the Standards Board for England or the Council's Monitoring Officer.
- To conduct local hearings into complaints against Councillors where an initial investigation has found a hearing to be warranted.
- To carry out the above roles in relation to Parish Councils in the Borough.
- To maintain an overview of the Council's Whistleblowing Policy.
- To monitor and review the operation of the Council's Constitution.

#### **3. Internal Governance, Ethical Standards and Relationships**

To provide leadership on governance and ethical standards issued and to provide exemplary personal behaviour.



## **STANDARDS COMMITTEE**

### **PERSON SPECIFICATION**

To fulfil his or her role as laid out in the role description, an effective Member of the Standards Committee requires the following knowledge and skills:

#### **Understanding of the Committee's Role**

- Awareness of the role and terms of reference of the Committee.
- Knowledge and understanding of the Members' Code of Conduct and relevant Member protocols.
- Knowledge and understanding of the Council's Constitution.
- Knowledge and understanding of regulations and procedures relating to the conduct of hearings of complaints against individual Councillors.
- Knowledge of Parish Councillor roles and responsibilities.

#### **Participating at Meetings and Making Decisions**

- Ability to understand and interpret complex regulation and procedures.
- Ability to act objectively on the basis of evidence.
- Effective listening, questioning and speaking skills.

#### **Internal Governance, Ethical Standards and Relationships**

- An awareness of the contents of the Council's Corporate Plan.
- An understanding of the role of officers and members.
- Respect for, and desire to work with, different groups and individuals.

## **AUDIT COMMITTEE MEMBER**

### **ROLE DESCRIPTION**

#### **1. Accountabilities**

- To full Council
- To the Chairman of the Committee
- To the public

#### **2. Role purpose and activity**

- To ensure that effective and transparent governance arrangements are in place, that adequate controls are in place to mitigate risks and that resources are used effectively.
- To oversee arrangements for both internal and external audit of the Council's accounts and records.
- To contribute to the Committee's role or the Member level body with specific responsibility for effective risk management within the Council.
- To consider and make recommendations on key audit documents and systems, including:
  - the Annual Audit Plan and six monthly progress reports;
  - the Annual Audit Report and Management letter of the external audit and any other statutory report of the external auditor;
  - the Council's Annual Statement of Internal Control;
  - Any internal audit report referred to the Committee;
  - the effectiveness and adequacy of the response by a Member of Officer of the Council to any internal or external audit report;
  - the Council's systems of control and arrangements to prevent fraud and corruption.
- If necessary, to examine and consider specific matters which have been the subject of an audit report.

#### **2. ■ To review and make changes to the Council's Financial Regulations and Financial Procedure Rules.**

- To monitor the Council's policies on "Revising Concerns at Work" and the Anti-Fraud and Anti-Corruption Strategy.

#### **3. Internal governance, ethical standards and relationships.**

- To be committed to the values of the Council, as set out in the Corporate Plan.
- To promote and support good governance of the Council and its affairs.
- To provide community leadership and promote active citizenship.
- To promote and support open and transparent government
- To support, and adhere to respectful, appropriate and effective relationships with employees of the Council.

- To adhere to the Member's Code of Conduct, the Member/Officer Protocol and the highest standards of behaviour in public office, including commitment to the following principles:
  - selflessness
  - objectivity
  - openness
  - respect for others
  - stewardship
  - honesty and integrity
  - accountability
  - personal judgement
  - duty to uphold the law
  - leadership

## **AUDIT COMMITTEE**

### **PERSON SPECIFICATION**

To fulfil his or her role as laid out in the role description, an effective member of the Audit Committee requires the following knowledge and skills:

#### **Understanding of the Committee's Role**

- Awareness of the role and terms of reference of the Committee.
- Knowledge and understanding of risk management principles, including the identification and minimisation of risks.
- Awareness of audit principles and good practice.
- Knowledge of recent guidance issued by the Audit Commission, the Chartered Institute of Public Finance and Accountancy, and any other appropriate regulatory body.
- A basic understanding of local government finance.
- A basic awareness of the Council's financial and accounting systems.
- Knowledge of the Council's Audit processes and control systems.
- Awareness of the Council's audit planning process.

#### **Participating at meetings and making decisions**

- Ability to act objectively on the basis of evidence.
- Ability to understand and interpret complex financial and other information and data.
- Effective listening, questioning and speaking skills.

#### **Internal Governance, ethical standards and relationships**

- An awareness of the contents of the Council's Corporate Plan.
- An understanding of the role of officers, Members and external bodies.
- Respect for, and desire to work with, different groups and individuals.
- Knowledge and understanding of the Members Code of Conduct and relevant protocols.

## **CABINET MEMBER ROLE DESCRIPTION**

### **1 Accountabilities**

- To the Leader
- To the Cabinet (through collective responsibility)
- To Full Council

### **2 Role Purpose and Activities**

- **Portfolio leadership**
  - 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 portfolio programmes
  - 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
  - Making executive decisions within the Portfolio
- **Contribute to the setting of strategic agenda and work programme for 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.
- **Reporting and accounting**
  - To submit a progress report to each ordinary meeting of the full Council and to 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.
- **Take an active part in cabinet meetings and decision making**
  - 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

## ▪ **Leading partnerships and community leadership**

- To give leadership to the local strategic partnership and 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

## **3. Values - Internal governance, ethical standards and relationships**

- To promote and support good governance of the Council and its affairs
- To provide community leadership and promote active citizenship
- To promote and support open and transparent government
- To support, and adhere to respectful, appropriate and effective relationships with employees of the Council
- To adhere to the Member's Code of Conduct, the Member/Officer Protocol and the highest standards of behaviour in public office, including commitment to the following principles:
  - selflessness
  - objectivity
  - openness
  - respect for others
  - stewardship
  - honesty and integrity
  - accountability
  - personal judgement
  - duty to uphold the law
  - leadership

## **CABINET MEMBER**

### **PERSON SPECIFICATION**

**To fulfil his or her role as laid out in the role description, an effective Cabinet Member requires:**

#### **Portfolio leadership**

- Knowledge of the law, national policy framework, and current issues relating to the services and activities included within the portfolio
- An understanding of the Council's strategy, policies priorities, operations and activities
- Leadership skills
- Public speaking skills
- Good presentation skills
- High level communication and reporting skills

#### **Contribute to the setting of strategic agenda and work programme for the portfolio**

- The ability to present to others
- The ability to exercise strategic awareness and judgement
- Knowledge of relevant issues and who to involve in decision making
- The ability to persuade others
- Knowledge of Council and national objectives

#### **Take an active part in cabinet meetings and decisions**

- The ability to constructively challenge decisions and suggest alternatives
- The knowledge, confidence and ability to contribute to discussion and resolution of cross cutting and collective issues
- Inter-personal skills and commitment to Team Working

#### **Leading partnerships and community leadership**

- Adaptive leadership skills
- Negotiation and brokerage skills
- Creative and lateral thinking skills
- Forward planning skills

#### **Internal governance, ethical standards and relationships**

- 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
- A knowledge and commitment to the principles of high standards in public life

## **LEADER OF THE COUNCIL (AND DEPUTY)**

### **ROLE DESCRIPTION**

#### **1. Accountabilities**

- To Full Council
- To nominating group

#### **2 Role Purpose and Activity**

- **Provide political leadership to the Council**
  - To be a political figurehead for the Council and to be the principal political spokesperson for the Council.
  - To provide leadership in building a political consensus around council policies
  - To form a vision for the Council and community
  - To provide strong, clear leadership in the co-ordination of policies, strategies and service delivery
  - To give political direction and leadership on issues and activities within the portfolio assigned to the Leader
- **Allocate Portfolios of Responsibilities to Cabinet Members**
  - Allocate Cabinet members to Portfolio roles
  - Designate the Deputy Leader
  - Maintain a list setting out responsibilities for Executive functions
- **Representing and acting as ambassador for the Authority**
  - Represent the Authority to a high standard.
  - Provide 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.
- **Manage and lead the work of the Cabinet and chair meetings**
  - Ensure the effective running of the Cabinet
  - Ensure the work of the Cabinet meets national policy objectives.
  - Ensure that the Forward Plan is accurate and published each month in accordance with statutory deadlines
  - Advise and mentor other Executive Cabinet members in their work.
  - To chair meetings of the Cabinet in line with the Constitution.
  - In the Leader's absence the Deputy Leader should fulfil this role.
- **Participate in the collective decision making of the Cabinet**



- To work closely with other Cabinet members to ensure the development of effective council policies and the budgetary framework for the Council, and the delivery of high quality services to local people.
- To accept collective responsibility and support decisions made by the Cabinet once they have been made.

▪ **To work with officers to lead the organisation**

- Liaise with the Managing Director, and other appropriate officers, on a regular basis.
- To 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.

▪ **Leading partnerships and community leadership**

- To give leadership to the local strategic partnership and local partners in the pursuit of common aims and priorities
- To negotiate and broker solutions in cases of differing priorities and disagreement
- To act as a leader of the local community by showing vision and foresight

**3. Values - Internal governance, ethical standards and relationships**

- To promote and support good governance of the Council and its affairs
- To provide community leadership and promote active citizenship
- To promote and support open and transparent government
- To support, and adhere to respectful, appropriate and effective relationships with employees of the Council
- To adhere to the Member's Code of Conduct, Member/Officer Protocol and the highest standards of behaviour in public office, including commitment to the following principles:

- |                      |                          |
|----------------------|--------------------------|
| – selflessness       | – honesty and integrity  |
| – objectivity        | – accountability         |
| – openness           | – personal judgement     |
| – respect for others | – duty to uphold the law |
| – stewardship        | – leadership             |

**Deputy Leader**

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

## **LEADER OF THE COUNCIL**

### **PERSON SPECIFICATION**

**To fulfil his or her role as laid out in the role description, an effective leader requires:**

#### **Provide political leadership to the Council**

- Knowledge of community strengths, areas of improvement and key issues.
- An understanding of the relationship between national and local politics
- Have 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

#### **Allocation of Portfolio Responsibilities**

- 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

#### **Representing and acting as ambassador for the Authority**

- High level communication skills to communicate to the media, local community and wider audience.
- Good public speaking skills

#### **Provide leadership within the Leader's own portfolio**

- The skills necessary for a cabinet member to fulfil this role.

#### **Manage and lead the work of the Cabinet and chair meetings of the Cabinet**

- An understanding of the Cabinet Procedure Rules
- Skills to Chair meetings, 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

#### **Participate in the collective decision making of the Cabinet**

- The ability to constructively challenge decisions and suggest alternatives

#### **To work with officers to lead the organisation**

- An understanding of the roles and responsibilities of the Managing Director and other officers.

## **Leading partnerships and community leadership**

- Commitment to partnership working
- Adaptive leadership skills
- Negotiation and brokerage skills
- Creative and lateral thinking skills
- Forward planning skills.

## **Internal governance, ethical standards and relationships**

- 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
- A knowledge and commitment to the principles of high standards in public life

## **MAYOR (AND DEPUTY MAYOR)**

### **ROLE DESCRIPTION**

#### **1 Accountabilities**

- Full Council

#### **2 Role Purpose and Activity**

- **Act as a Civic and Ceremonial Figurehead**
  - As the ceremonial head of the Council, to be non-political and uphold the democratic values of the Council
  - To represent the Council at civic and ceremonial functions
  - To attend local community events and engagements in response to invitations
  - To help organise and to attend fund raising events in support of a nominated charity.
- **Representing and acting as an ambassador for the Authority**
  - Represent the Authority to a high standard at local, county, regional and national events.
  - To preside over local meetings which are chaired by the Mayor.
- **Chair Council meetings**
  - To preside over meetings of the Council, so that its business can be carried out efficiently
  - To ensure the Council conducts its meetings in line with the Council Procedure Rules
- **Uphold and promote the Council's Constitution**
  - To ensure the Constitution is adhered to and, if necessary, to rule on the interpretation of the Constitution

#### **3. Values - Internal governance, ethical standards and relationships**

- To promote and support good governance of the Council and its affairs
- To provide community leadership and promote active citizenship
- To promote and support open and transparent government
- To support, and adhere to respectful, appropriate and effective relationships with employees of the Council
- To adhere to the Member's Code of Conduct, the Member/Officer Protocol and the highest standards of behaviour in public office, including commitment to the following principles:

- selflessness
- objectivity
- openness
- respect for others
- stewardship
- honesty and integrity
- accountability
- personal judgement
- duty to uphold the law
- leadership

## **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.

## **MAYOR**

### **PERSON SPECIFICATION**

**To fulfil his or her role as laid out in the role description, an effective member requires the following:**

#### **Act as a Civic and Ceremonial Figurehead and an Ambassador for the Authority**

- Good inter-personal skills
- Good public speaking skills
- An in-depth understanding of role of the Mayor

#### **Chair Council meetings**

- Skills to chair meetings, to ensure business is carried out effectively
- An understanding of the Council Procedure Rules

#### **Uphold and promote the Council's Constitution**

- An understanding of the Council's Constitution
- An understanding of when to seek the advice of the Managing Director or the Monitoring Officer on issues relating to the Constitution

#### **Internal governance, ethical standards and relationships**

- 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
- A knowledge and commitment to the principles of high standards in public life

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