



Councillor  
Development  
2010 – 2011



**S**outh East Employers, as one of the leading providers of councillor development across the South East, offers an extensive portfolio of development opportunities for elected members.

SEE supports the needs of all councillors - those who are newly elected and the development of more senior councillors, including those looking to acquire new skills. Today's local government agenda has led to changes in the role of the member and the requirement for new skills to meet the challenges of executive, overview and scrutiny and leadership of local communities and neighbourhoods.



As a leading provider in councillor member development, we understand the context in which development needs are defined and delivered and we are in an excellent position to develop innovative approaches that meet the challenges in local government.

South East Employers also has a key role as a member of IESE (Improvement and Efficiency South East) - the South East regional Improvement and Efficiency Partnership. In addition, South East Employers and Shared Intelligence are leading the Progress through Partnership (PtP) programme that supports the development and learning of partnerships across the Region.

We constantly keep up to date with innovative developments and have developed strong partnerships with leading local government academic institutions including:

- **INLOGOV**
- **University of Warwick**
- **De Montfort University, Leicester**
- **South Bank University**

In designing our programmes for councillors, we have used the six core skill areas from the national Political Skills Framework as the basis. The Framework has been developed to help councillors, and those working with them, to review and support individual development needs.

The six core skills are as follows:

- Local Leadership
- Partnership Working
- Communication Skills
- Political Understanding
- Scrutiny and Challenge
- Regulating and Monitoring

The characteristics of these core skills are set out over the page, together with just a few examples of the SEE programmes and workshops that support these skills. Further details of all our workshops and events can be found on the SEE website [www.seemp.co.uk](http://www.seemp.co.uk).

Further information relating to the Framework can be found at [www.seemp.co.uk/index/cllrgov/cllrdev/coreskills](http://www.seemp.co.uk/index/cllrgov/cllrdev/coreskills)

## LOCAL LEADERSHIP

**Characteristics:** engages enthusiastically and empathetically with the community in order to learn, understand and act upon issues of local concern. Mediates fairly and constructively, encouraging trust by representing all sections of the community.

**To support this core skill, SEE offers assessment and coaching around Excellence in Leadership, and a choice of Strategic Leadership workshops.**

## PARTNERSHIP WORKING

**Characteristics:** builds positive relationships by making others feel valued, trusted and included, and by working collaboratively to achieve goals. Maintains calm and focus, recognises when to delegate or provide support, and is able to take a long-term view in developing partnerships.

**SEE has a number of programmes on**

**Developing Effective Partnerships and Community Engagement, and around Local Strategic Partnerships (LSPs) and Local Area Agreements, focussing on the leading role of the councillor.**

## COMMUNICATION SKILLS

**Characteristics:** listens sensitively, uses appropriate language and checks for understanding. Communicates regularly with individuals and groups in the community, speaks clearly and confidently in public and makes sure that people are informed.

**Two of our most popular workshops for councillors are Public Speaking and Chairing Skills.**

## POLITICAL UNDERSTANDING

**Characteristics:** acts ethically, consistently and with integrity when communicating values or representing group views in decision-making

or actions. Works across group boundaries without compromising values or ethics.

**There are a number of useful and relevant SEE workshops on offer, including Managing Casework and Engaging with Constituents, and the Role of the Councillor. These all explore the different demands and responsibilities, and take into account the Local Democracy, Economic Development and Construction Act 2009.**

## SCRUTINY AND CHALLENGE

**Characteristics:** acts as a critical friend by seeking opportunities for scrutiny and providing constructive feedback. Analyses information quickly and presents arguments in a concise, meaningful and easily accessible way.

**SEE is a leading provider of training and development around overview and scrutiny, offering a range of programmes, including**

**a half day simulation and facilitated follow-up session. This provides an opportunity to assess how effectively overview and scrutiny is developing in your council and the future skills requirements of individual members of the overview/scrutiny panel. In addition, we offer specific training on the scrutiny of partnerships and the effective use of scrutiny to 'influence'. There is also the option of working with SEE's Scrutiny Member Peers. These members have participated in**

**an extensive training programme including an accredited mentoring award so that they can provide peer consultancy support across the region.**

## REGULATING AND MONITORING

**Characteristics:** understands and executes judicial role by following protocol, evaluating arguments and making decisions that balance public needs and local policy. Ensures progress by monitoring and intervening where necessary.

**SEE workshops relating to this core skill include Ethics and Probity. SEE also provides support to councillors by raising their awareness about good employment processes, as well as specific workshops on Handling Discipline, Grievance and Grading Appeals. We can also offer professional support to those councillors involved in the recruitment and appraisals of Chief Executives.**

All our programmes are tailored to meet the needs of the local authority. Our consultants are very happy to discuss your development needs, either over the phone or in person. We can assist you with your personal development planning for your councillors, and as you can see, offer a comprehensive range of executive and non executive skills development.

### Costs

In-house sessions facilitated by South East Employers are a very cost effective way of undertaking councillor training. The daily cost for Facilitators for most of our workshops and briefings is between £750 and £1500, with reduced charges for half days (excluding VAT, travelling and accommodation expenses.) We can normally accommodate at least 12 councillors on the workshops / briefings.

## OUR CONSULTANTS AND THEIR AREAS OF INTEREST



**Mark Palmer** Development Director

- Political management
- Strategic change management
- Councillor development



**Jackie Shefferd** Development Consultant

- Personal impact and change management coaching
- Communication and influencing skills
- Recruitment and selection



**Sue Keogh** Development Consultant

- Effective meeting and chairing skills
- Public speaking and presentation skills
- Managing staff development



**Sian Campbell** Development Consultant

- Councillor mentoring
- Partnership development
- Community leadership



**Jennifer McNeill** Regional Director

- Strategic HR
- Workplace mediation
- Organisation restructuring



**Carla Mandis** HR Business Partner

- Grievances and investigation of misconduct
- Employment law
- Good HR practice



**Michelle Biggs** HR Business Partner

- Employment law
- Equality and diversity
- Dispute resolution

## IN ADDITION...

### The Elected Member Charter

We manage, as part of a joint initiative between South East Employers and the IDeA, the Charter for Elected Member Development for the South East and the East of England – the acknowledged benchmark for elected member development. At the time of writing there are 51 councils across the two Regions signed up to the Charter, with 19 of those having successfully achieved Charter status. In addition, we are now offering the 'Charter Plus' framework for councils who have successfully achieved the Charter.

### Member Networks

SEE runs a number of networks to support our councillors. As well as the Member Charter Network, there is the Overview and Scrutiny Network, which assists councillors by offering an opportunity to discuss and exchange information and best practice around scrutiny, and identify key issues.

### SEE Member Mentoring Programme

This is a new programme, specifically for councillors and has been developed in response to requests. SEE already runs the very successful South East Mentoring Programme and has now developed this parallel programme to provide additional support to community leaders. Councillors will be mentored by other councillors who understand and share the same challenges and concerns. SEE provides full induction and ongoing support to both mentors and mentees.

### Member Development Skills Portal

South East Employers and Local Government East Midlands have partnered with talent management software provider JGP to develop and support an online tool to help councillors identify their skills and development needs. Details available from our website [www.seemp.co.uk/index/cllrgov/m-skills-portal.htm](http://www.seemp.co.uk/index/cllrgov/m-skills-portal.htm)



### Events

SEE runs a number of events for elected members throughout the year. Of particular interest are the Regional Induction Seminars for Newly Elected Councillors, which this year will be held in September. In addition, there is our annual 'Enhancing Local Democracy' conference, which is being held in London on 16 July.

### Other Resources

SEE provides a number of resources, aimed at supporting councillors across the Region. These include the Overview and Scrutiny toolkit (which contains a number of training modules and is free of charge to local authorities), and a variety of publications.

PtP has developed a series of learning modules on partnership-related subjects. They are free, and delivered in 1½ - 2 hour sessions. Toolkits developed from these sessions by PtP are available on their website [www.progressthroughpartnership.org.uk](http://www.progressthroughpartnership.org.uk). They comprise a selection of documents which can be downloaded and used independently by LSPs in learning events.

### Certificate in Local Governance

SEE, in partnership with London South Bank University has developed a Certificate in Local Governance for Councillors. Participants for the certificate are drawn from constituent authorities in the South East and London Councils. Details available from the SEE website [www.seemp.co.uk/index/cllrgov/certificate.htm](http://www.seemp.co.uk/index/cllrgov/certificate.htm)

### SEE Website

As well as information on all the above, the website has a dedicated section for councillors and councillor development – [www.seemp.co.uk](http://www.seemp.co.uk)

## CONTACT US

Enquiries and bookings regarding our range of member development services can be made by contacting SEE either by telephoning **01962 840664** or by e-mail to

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