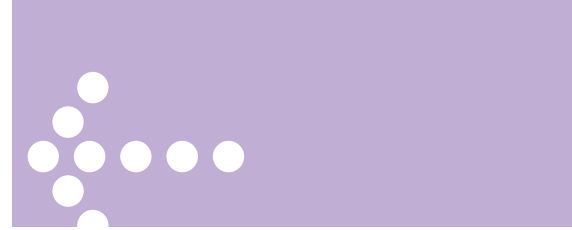




# Elected Member Development

**2009 – 2010**





**S**outh East Employers, is one of the leading providers of elected member development across the South East. We offer an extensive portfolio of development opportunities for elected members.

SEE supports the needs of all members – 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 elected 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 to member development that meet the challenges in local government.

South East Employers also has a key role as a member of the IESE (Improvement & Efficiency South East) – the South East Regional Improvement & 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

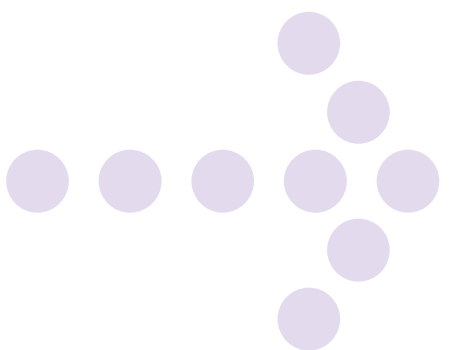
In designing our programmes for elected members, we have used the six core skill areas from the **Political Skills Framework** as the basis. The Framework has been developed to help councillors, and those working with them, to review and support individual development needs.

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.idea.gov.uk/idk/aio/6515699](http://www.idea.gov.uk/idk/aio/6515699)



## 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 elected member.

## 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 councilors are Effective Meetings 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, which explores the different demands and responsibilities, particularly in the light of the Local Government and Public Involvement in Health Act 2007, last year's 'Communities in Control' White Paper and the Local Democracy, Economic Development and Construction Bill (due to become an Act in 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, Handling Discipline, Grievance and Grading Appeals.

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.

### 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**

**Head of Improvement and Governance**

- Political management
- Strategic change management
- Councillor development



**Jackie Shefferd**

**Improvement and Development Consultant**

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



**Sue Keogh**

**Improvement and Development Consultant**

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



**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. From April 2009 we are launching the 'Charter Plus' framework for councils who have successfully achieved the Charter.

### Member Networks

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



### 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 and will focus on newly elected County Councillors. In addition, there is our annual 'Enhancing Local Democracy' conference, which is being held in London on 7th July.

### 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 will be drawn from constituent authorities in the South East and London Councils. Application packs for September 2009 will be available on the website for download from April 2009.



 IN ADDITION ...

### 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.

### 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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Leah Winter  
[leah@seemp.co.uk](mailto:leah@seemp.co.uk)