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| Report of | Assistant Director of Policy and Corporate | Author | Richard Clifford ☎ 507832 |
| Title | Mandatory Member Development, Member Role Profiles and Training Plan | | |
| Wards affected | Not Applicable | | |

1. Executive Summary

1.1 This report covers a number of member development issues.

1.2 The report considers a recommendation from the Member Development Group in respect of mandatory member development. The Group has proposed that on Safeguarding, Equality and Diversity and Data Protection issues be mandatory for all Councillors from May 2018. The Group also has proposed that training in chairing skills should be mandatory for all Committee and Panel Chairs. It is also proposed that the views of the Independent Remuneration Panel be sought on the suggestion that if this training is not undertaken, then payment of the relevant members allowance be withheld until it is completed. Cabinet is invited to consider the recommendation and make a recommendation to Council.

1.3 The report also considers a further recommendation from the Member Development Group about Councillor Role Profiles. Councillor Role Profiles set out the key duties and responsibilities and skills required for of the main roles that Councillors hold. They are also part of the evidence base for the assessment for Member Charter Status and in view of the pending assessment, the roles had been reviewed and Cabinet is invited to approve the revised Role Profiles.

1.4 Cabinet is also invited to agree a new Training Plan. This sets out the priorities for member development, how these link to the new Strategic Plan priorities and sets out how they may be delivered.

2. Recommended Decision

2.1 To consider the recommendation from the Member Development Group in respect of mandatory member training and consider whether to make a recommendation to Council.

2.2 The views of the Independent Remuneration Panel be sought on the principle of withholding payment of relevant allowances should relevant mandatory training not be undertaken.

2.3 To approve the Councillor Role Profiles at Appendix B

2.4 To approve the Training Plan at Appendix C

3. Reason for Recommended Decision

3.1 As part of the Review of Meetings and Ways of Working, the Governance and Audit Committee asked the Member Development Group to look at the issue of mandatory member training and report to Cabinet.

3.2 The Councillor Role Profiles and Training Plan are key member development documents, which need to be reviewed. They also part of the evidence base for the forthcoming assessment for Member Charter Status. Due to the linkages between the Strategic Plan and the Training Plan, it is timely to review the Plan alongside the approval of the new Strategic Plan.

4. Alternative Options

4.1 No alternative options are proposed.

5. Background Information

Mandatory Member Training

5.1 The current position is that the only training that is mandatory relates to sitting on Committees exercising quasi-judicial functions, where members must have undertaken appropriate training in order to sit on the Committee. This covers the following Committees:-

Planning Committee

Licensing Committee – Sub Committee and Hackney Carriage/Private Hire hearings

Governance and Audit Committee – Approval of the Statement of Accounts and Code of Conduct hearings

The following criteria apply to the training:-

- Attendance must be at the training session provided within the context of the Member Development Programme;
- Attendance must be for the duration of each training session, at least every other year;
- Membership of the Committee does not provide any exemption from attendance at a training session;
- A record of attendance at training sessions shall be maintained by Democratic Services

All other training and development is voluntary.

5.2 The Governance and Audit Committee recently undertook a Review of Meetings and Ways of Working. One of the issues that was raised as part of the review was whether the range of areas in which training and development is mandatory for Councillors should be widened. Possible examples suggested as part of the review were Chairing Skills training for Committee Chairs, scrutiny training for Scrutiny Panel members and Safeguarding.

5.3 The all party Member Development Group considered this issue at its meeting on 14 December 2017. It looked at mandatory training in general terms and in relation to the specific issues raised in the review. Some of the issues are explored in more detail below.

5.4 The current member development budget is £10,000. Whilst the Council usually seeks to provide training and development in-house, this is not always possible, particularly in respect of specialist subjects. Should further training be made mandatory then consideration would need to be given to increasing the member development budget accordingly. There would also be resource implications for the Democratic Services team. There would be a need to monitor the training status of members on a wider range of subjects and to organise more training and development. Experience has shown that where training is mandatory it is usually necessary to offer multiple sessions in order to reach all those who need to receive it. Whilst alternative approaches such as online training could be explored, this has not proved popular with members in the past.

5.5 If training is made mandatory, consideration needs to be given as to what will happen should a Councillor not undertake it. Where the training is linked to the membership of the Committee, taking up the place on the Committee can be made dependent on undertaking the necessary training, in a similar way to practice on the regulatory Committees. It is likely that this could cause practical difficulties, particularly around the start of the municipal year, and it might be deemed practical to give a period of grace to allow training to be completed.

5.7 Where training is not related to the membership of a Committee, consideration would need to be given as to whether a sanction should be applied to those who do not complete it,

and if so what. Potentially the issue of a financial sanction could be explored with Independent Remuneration Panel, through the withholding of part of the Member's Allowance.

5.8 Increasing the amount of training that is mandatory could potentially have an impact on the freedom of the political groups to make appointments to Committees and to nominate Chairs as they see fit. There may also be issues about the increased demands it would make on members time and whether increased mandatory training could be potentially seen as a disincentive to standing for election, as it might create a perception that the role is a professional one.

5.9 The recommendation from the Member Development Group is set out below.

RECOMMENDED TO CABINET that it consider the following recommendations in respect of mandatory member training and to consider making a recommendation to Council to amend the Constitution accordingly:-

- (a) Training on Safeguarding, Equality and Diversity and Data Protection be made mandatory for all Councillors from May 2018.
- (b) All such training to be completed by mid-June 2018.
- (c) All new Councillors elected post May 2018 to undertake Safeguarding, Equality and Diversity and Data Protection training within six weeks of election.
- (d) Training in Chairing Skills for all Chairs newly elected to the Council's Committees and Panels from May 2018 to be mandatory, unless the Monitoring Officer considers that the relevant Councillor had extensive experience of chairing meetings in a local authority environment.
- (e) All such training to be completed within three months of election as Chair.
- (f) The views on the Independent Remuneration Panel be sought on the principle of withholding payment of relevant allowances should relevant mandatory training not be undertaken.

The full note of the Member Development Group's consideration of the issue is at Appendix A.

5.10 In respect of the recommendation that the views of the Independent Remuneration Panel be sought on the issue of withholding allowance payments, the Local Authorities (Members Allowances)(England) Regulations 2003 require that the authority should have regard to the recommendations of the Panel before it amends its members allowances scheme.

Councillor Role Profiles

5.11 Councillor Role Profiles set out the key duties and responsibilities and skills required for of the main roles of Councillors. They have a number of functions. For instance the ward councillor role profile is included on the "Becoming a Councillor" page on the website and is included in the induction pack given to new members on election. In member development terms their key use is alongside Training Needs Analysis and Personal Development Plans to allow members to consider what training they need in order to meet the knowledge and skills required to fulfil the role.

5.12 The role profiles are part of the evidence base for Member Charter Status. They were last reviewed in 2013 in preparation for the last Charter Assessment and in view of the pending reassessment the profiles have been reviewed again, taking into account changes in the roles

since 2013. Updated role profiles were considered by the Member Development Group at its meeting on 14 December 2017, and were referred to Cabinet for approval.

5.13 Cabinet are invited to approve the role profiles at Appendix B.

Training Plan

5.14 The Council's training plan sets out the priorities for member development and how these link to the objectives set out in the Strategic Plan. The Plan has been revised taking into account training needs identified through a number of routes, including members Personal Development Plans and Training Needs Analysis forms and priorities identified by the Member Development Group and the Executive.

5.15 The Plan identifies areas for development, how they may be delivered and their relative priority and will be used as the basis for the delivery of member development going forward. It also links the training to the relevant Strategic Plan priority. The areas that have been identified are:-

- Safeguarding/Equality and Diversity/Data Protection
- Garden Communities
- Local Government Finance, Budgets and Audit
- Chairing Skills
- Social media
- Casework and Conflict Mediation
- Planning
- Licensing

5.16 Cabinet are invited to approve the Training Plan at Appendix C.

6. Equality, Diversity and Human Rights implications

6.1 Equality and Diversity has been identified as a priority for member development.

6.2 An EQIA for the member development policy has been completed and can be found on the Council's website via the pathway Colchester Borough Council / Policies, Strategy and Performance/ Equality and Diversity/ Equality Impact Assessment/ Corporate Management. It can be accessed via the link below:-

[Councillor Development Policy EQIA](#)

7. Strategic Plan References

7.1 The draft training Plan identified how proposed training will support the Strategic Plan. The provision of high quality member development would indirectly help support all the priorities in the Strategic Plan.

8. Financial Implications

8.1 The resource implications of extending mandatory member training are discussed at paragraph 5.4.

9. Standard References

- 9.1 There are no particular references consultation or publicity considerations or community safety; health and safety or risk management implications.

Appendices

Appendix A – extract from the notes of the Member Development Group meeting 14 December 2017

Appendix B – Revised Role Profiles

Appendix C – Draft Training Plan

Appendix A

Extract from the minutes of the Member Development Group Meeting 14 December 2017

2. Mandatory Member Training

The Group considered a report from the Assistant Director, Policy and Corporate about mandatory member training for Councillors.

The Group considered that the scope of mandatory member training should be extended. In particular there was a growing need for all Councillors to keep themselves up to date with safeguarding issues. Linked into this was the need for all councillors to also be aware of equality and diversity and data protection issues. Data protection was particularly relevant at present as the regulations covering data protection were due to change, which would have a major impact on Councillors. It was the Group's view that all Councillors should undertake a short course covering safeguarding, equality and diversity and data protection. This should be run at the start of the municipal year and all Councillors should be expected to undertake it by around mid- June. It was appreciated that this might mean that the session would need to be offered on more than one occasion in order to make it accessible to all Councillors.

The Group's view was that any Councillor who did not complete the training before this deadline should have the payment of their allowance withheld until this had been completed. It was accepted that the Independent Remuneration Panel may need to be consulted on the issue of withholding allowances.

In respect of Chairing skills training, the Group was of the view that this should also be made mandatory for all new Chairs, unless they had extensive other local authority chairing experience. The Group noted the practical requirements for Chairs to be able to take up the posts quickly and the short lead in time between the Annual Meeting, and the first meetings of Committees/Panels. It was the Group's view that an initial session before the first meeting should be held with relevant officers before the first meeting, which could deal with issues such as terms of reference and Committee procedures/protocol, and with a formal more detailed external training session being undertaken within three months of appointment as Chair. Should the training not be undertaken in that period when payment of the Chair's allowance should be withheld until the training was undertaken. In terms of assessing whether previous local authority experience allowed the training requirement to be waived, this should be for the Monitoring Officer to consider.

In respect of Scrutiny training, it was the Group's view that whilst attendance at scrutiny training should be strongly encouraged for all members of the Panel, it was not necessary to make this a mandatory requirement.

RECOMMENDED TO CABINET that it consider the following recommendations in respect of mandatory member training and to consider making a recommendation to Council to amend the Constitution accordingly:-

- (a) Training on Safeguarding, Equality and Diversity and Data Protection be made mandatory for all Councillors from May 2018.
- (b) All such training to be completed by mid-June 2018.
- (c) All new Councillors elected post May 2018 to undertake Safeguarding, Equality and Diversity and Data Protection training within six weeks of election.

- (d) Training in Chairing Skills for all Chairs newly elected to the Council's Committees and Panels from May 2018 to be mandatory, unless the Monitoring Officer considers that the relevant Councillor had extensive experience of chairing meetings in a local authority environment.
- (e) All such training to be completed within three months of election as Chair.
- (f) The views on the Independent Remuneration Panel be sought on the principle of withholding payment of relevant allowances should relevant mandatory training not be undertaken.

BOROUGH COUNCILLOR

Purpose

The purpose of Councillors is to:

- Effectively represent the interests of their constituents and ward, taking into consideration the needs and wellbeing of all residents
- Provide community leadership
- Sit on a range of member level bodies as well as council meetings and assist in reaching informed and balanced decisions.

Key Duties and Responsibilities

Leadership within the Community

- To undertake case work for constituents and act as an advocate in resolving concerns or grievances, whilst supporting them to be self-reliant where possible;
- To communicate with local people and answer enquiries:
 - about decisions that affect them,
 - about opportunities in the community,
 - regarding the rights of constituents within Colchester,
 - as to why decisions are made;
- To lead and champion the interests of the local community and effectively represent the interests of the Ward and its constituents;
- To meet and liaise regularly with local interested parties and involve and consult them on key Council decisions;
- To support and promote citizenship locally and encourage the community to participate in the governance of the area.

Representation

- To inform the debate and contribute to the effectiveness of Full Council meetings and any other Committees, Panels or Boards to which the Councillor is appointed;
- To contribute to the formation and scrutiny of the Authority's policies, budget, strategies and service delivery;
- To contribute to the scrutiny of decision making and review of the policies and services of the council;
- To represent the authority to the community and the community to the council;
- To develop and maintain a knowledge of the Council's service areas and strategic priorities and develop effective working relationships with its officers;
- To participate in the activities of any political group of which the councillor is a member;
- To represent the council on outside bodies and to participate effectively in the appointed role and, where appropriate, to represent those bodies within Colchester and elsewhere.

Other

- To demonstrate the seven principles of public life, also known as the Nolan Principles which are selflessness, integrity, objectivity, accountability, openness, honesty and leadership;
- To fulfil the legal and local requirements placed on an elected member, in accordance with the Council Code of Conduct for Councillors;

- To take responsibility for their own personal development and undertake appropriate development and continuous improvement for any role undertaken.

Key Personal Attributes, Skills and Knowledge

Leadership

- Ability to lead and champion the interests of the local community.

Chairing

- Ability to chair meetings and facilitate discussions.

Organisational Skills

- Manage casework in line with Data Protection principles;
- Basic administration skills.

Other skills

- Ability to use information technology to communicate through Council systems e.g. e-mails, accessing agenda, minutes, reports, intranet, internet etc.;
- Community engagement skills;
- Influencing and persuading;
- Managing conflict and mediation skills

Team Working and Relationship Building

- Ability to develop relationships with key officers and partner agencies;
- Ability to build effective relationships with all sections of the community so as to be able to represent their needs to the Council.

Communication

- Ability to deal with the media, whilst being able to identify when additional support from the Communications Team is required, to ensure the Council is positively represented;
- Awareness of social media and how this can be used responsibly to communicate with residents;
- Ability to communicate with a range of audiences;
- Active listening and questioning skills;
- Presentation skills;
- Public speaking.

Knowledge

- Understanding of how the Council works;
- Knowledge of the Council structure, key contact officers and services procedures;
- Knowledge of the political decision making structures;
- Understanding of the Code of Conduct for Councillors, ethics and standards and the role of the Standards Committee;

- Understanding of national policies and their impact on the Council;
- Knowledge of the strategic objectives and key policies of the Council;
- Understanding of legislation and Council policies to which Members must adhere (e.g. Freedom of Information, Data Protection, Equality and Diversity);
- Basic understanding of local government finances and audit processes;
- Knowledge of the Councils complaints procedure;
- For Members who sit on quasi-judicial panels, knowledge of legislation and policy relating to planning, licensing, and appeals is required and an understanding of the principles and importance of making rational decisions.

CABINET MEMBER

This role profile is to be read in conjunction with the role profile for Borough Councillor. It identifies the responsibilities, skills and knowledge required of the Cabinet Member, in addition to those set out for a Borough Councillor.

Purpose

- **To provide collective and individual leadership as part of the Cabinet**
- **To undertake lead responsibility and be accountable for allocated portfolios**

Key Duties and Responsibilities

- To take decisions on those matters within the terms of reference of their Portfolio, as set out in the Scheme of Delegation, seeking advice from Heads of Service as appropriate;
- To take responsibility, and to be held accountable, for any decisions taken, and to share with the appropriate Service Managers responsibility for the performance of services within their portfolio;
- To respond to or deal with any issues arising at Council meetings relating to their portfolio;
- To act as spokesperson within and outside the authority on those services and functions within their portfolio;
- To share the collective responsibility for decisions taken by the cabinet;
- To act as an advocate for the Council within the Authority and outside;
- To provide regular reports on progress and to undertake consultation on decisions as required;
- To attend Scrutiny and Policy Panels to discuss decisions taken or support the policy formulation process;
- To attend relevant informal Cabinet meetings and meetings of the Leadership Team;
- To represent the Council on outside bodies;
- To represent the Council and contribute the Colchester perspective on national, regional and sub regional bodies;
- To consult interested parties, ward councillors and citizens as part of the development and review of policy;
- As part of the cabinet to be involved in:
 - providing support to all councillors to help them develop constructive roles as Ward Members,
 - the consultation on, and drawing up of, the revenue and capital budgets,
 - leading the search for continuous improvement,
 - taking decisions on resources and priorities to deliver the strategies and budget approved by full council,

promoting and participating in Member development.

Key Personal Attributes, Skills and Knowledge

Leadership

- Advanced leadership skills for areas of individual responsibility and the ability to work with the Leader of the Council and Deputy Leader as an executive team;
- High level decision making;
- Ability to challenge the status quo and deal with complex strategic issues and problems;
- Ambassadorial skills to be able to represent the Council both within and outside the Council.

Chairing

- Intermediate chairing skills to be able to chair meetings relating to their portfolio.

Organisational Skills

- Manage a busy and complex work load, often to tight timescales and deadlines;

Other Skills

- Research skills and policy development;
- Assimilating and analysing complex information.

Team Working and Relationship Building

- Relationship building – with other Cabinet colleagues, Executive Management Team/senior officers, Overview and Scrutiny, Partners etc.;
- Ability to work as part of an executive team to drive forward the continuous improvement of the Council.

Communication

- Advanced communication skills to be able to work constructively with officers, Members and partners;
- Advanced listening and questioning skills;
- Advanced presentation skills;
- Advanced public speaking skills;
- Ability to work with the media and to identify when additional support from the Communications Team is required, to ensure the Council is positively represented.

Knowledge

- Knowledge of the key areas relating to their Cabinet portfolio, particularly in relation to service performance issues, targets, and benchmarks etc.;
- Understanding of the Council budget, particularly that of the relevant portfolio;
- A detailed understanding of the strategic role of Cabinet within the Council;
- Understanding of the role of a portfolio holder as part of an executive team;

- Detailed understanding of Council strategy, policies and operations;
- Understanding of the legally defined role of certain senior officers;
- Detailed knowledge of the challenges facing local government;
- Understanding of the national policy framework and its impact on local policy development;
- Knowledge of the work of national, regional and sub regional bodies and the role of the Council within them;
- Knowledge of community needs and their priorities for action;
- Knowledge of the role of local partners and the services they deliver;
- Understanding of the Council's constitution, code of conduct, budget and audit processes and key internal policies;
- Understanding of the principles and importance of making rational decisions.
- An understanding of commercial principles and how these might be applied to local government.

LEADER OF THE COUNCIL

This role profile is to be read in conjunction with the role profile for Borough Councillor and Cabinet Member. It identifies the responsibilities, skills and knowledge required of the Leader of the Council, in addition to those set out for a Borough Councillor and Cabinet Member.

Purpose:

- To provide effective political leadership and strategic direction for the Council
- To ensure effective corporate governance
- To act as the political spokesperson for the Council.

Key Duties and Responsibilities

- To provide leadership to the Council and its political administration;
- To appoint a Deputy Leader and up to eight other Cabinet members and designate appropriate portfolios;
- To undertake the role of community leader, building a vision for the area and leading the Council and its partners towards that vision;
- To represent the Council and provide leadership of the Local Strategic Partnership and other key local partnerships;
- To chair the Cabinet meetings and take responsibility for its performance;
- To represent the authority, and be accountable for, discussions and negotiations with the community and with regional, national and international organisations;
- To undertake political executive responsibility for proposing and directing the overall strategy, budget, policy arrangements and service reviews;
- To act as spokesperson for the authority (in consultation with the Leader of other political groups and the Chief Executive as appropriate);
- To facilitate good communication so that people within and outside the authority are able to contribute constructively to the decision making processes of the Council;
- To maintain effective liaison with the Chair of the Scrutiny Panel;
- To champion and engage in Councillor training and development.

Key Personal Attributes, Skills and Knowledge

Leadership

- Advanced Leadership Skills;
- Ability to develop a vision for Colchester and drive the Council and its partners towards achieving that vision;
- Advanced Ambassadorial skills to be able to represent the Council both within and outside the Council, particularly at the sub-regional, regional and national level;
- Ability to lead the Council towards continuous improvement;
- Ability to provide political leadership for their group;
- Ability to, when necessary, discipline Members of their political group.

Team Working and Relationship Building

- Tact and diplomacy to be able to work across the full range of Council services, partners and political groups, to the benefit of the Borough as a whole;

- Ability to build effective relationships with other parts of the political management structure e.g. full Council, Overview and Scrutiny and other political groups;
- Political sensitivity to be able to address difficult issues across all groups.

Chairing

- Advanced chairing skills

Organisational Skills

- Ability to plan and prioritise the business of Council, Cabinet and its committees having regard to the terms of reference and the key challenges facing the Council.

Communication

- Ability to facilitate effective communication within and across the council to ensure the community are able to engage in the Council's decision making processes;
- Advanced skills in working with the media whilst being able to identify when additional support from the Communications Team is required, to ensure the Council is positively represented;
- Advanced listening and questioning skills;
- Advanced presentation skills;
- Advanced public speaking.

Knowledge

- A detailed understanding of the strategic role of the Leader of the Council;
- Detailed understanding of the legally defined role of the Chief Executive and other senior officers;
- Detailed knowledge of the work of national, regional and sub regional bodies and the role of the Leader and Council within them;
- Detailed understanding of the national policy framework and its impact on local policy development;
- Detailed knowledge of the role of local partners and the services they deliver;
- Detailed understanding of the Council's constitution, code of conduct, budget and audit processes and key internal policies;
- Understanding of the relationship between national politics and local political leadership;
- Understanding of the wider, national issues facing elected Members and the practical implications for Colchester councillors.

Mayor of the Council

This role profile is to be read in conjunction with the role profile for Borough Councillors. It identifies the responsibilities, skills and knowledge required of the Mayor that are in addition to those set out for a Borough Councillor.

Purpose:

- To provide effective civic and ceremonial leadership to the Council
- To chair County Council meetings and ensure its business is carried out efficiently and in line with the Constitution
- To promote and maintain high standards of conduct from Members.

Key Duties and Responsibilities

- To act as an ambassador for the Council and the Borough itself.
- To attend and represent Colchester at civic and ceremonial occasions, acting on behalf of the whole Council in a non-partisan manner.
- To preside over meetings of the Council, acting impartially to ensure that its business is carried out efficiently and in line with the Constitution.
- To perform official openings or presentations throughout the Borough.

Key Personal Attributes, Skills and Knowledge

- A clear understanding of the operation of the Council, including an understanding of the Constitution and its Procedure Rules.
- To promote and uphold the seven principles of public life – acting as a role model to other Councillors.
- A good knowledge of, and interest in, the whole of the Borough.
- The ability to chair meetings and facilitate open discussion.
- The ability to work effectively with Council officers, the public, the media, local charities and outside organisations.
- The ability to engage effectively with a variety of different groups and people.

DEPUTY LEADER OF THE COUNCIL

This role profile is to be read in conjunction with the role profiles for Borough Councillor, Cabinet Member and Leader of the Council. It identifies responsibilities specific to the role of Deputy Leader in addition to those of a Borough Councillor and Cabinet Member.

Purpose:

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

Key Duties and Responsibilities

- To assist the Leader of the Council in the formal processes and matters of leadership of the authority specifically set out in the profile for the Leader of the Council;
- To work with the Leader of the Council on the budget and policy development;
- To ensure that appropriate developmental steps are taken to equip the Deputy with the knowledge and skills to carry out the role of the Leader when called upon;
- To deputise for the Leader in his or her absence and undertake the above mentioned duties set out in the role profile for the Leader of the Council.

Key Personal Attributes, Skills and Knowledge

As it is expected that the Deputy Leader is able to deputise for the Leader, the additional skills and Knowledge set out for the Leader are copied here as they are also required of the Deputy Leader.

Leadership

- Advanced Leadership Skills;
- Ability to develop a vision for Colchester and drive the Council and its partners towards achieving that vision;
- Advanced Ambassadorial skills to be able to represent the Council both within and outside the Council, particularly at the sub-regional, regional and national level;
- Ability to lead the Council towards continuous improvement;
- Ability to provide political leadership for their group;
- Ability to, when necessary, discipline Members of their political group.

Chairing

- Advanced chairing skills

Organisational Skills

- Ability to plan and prioritise the business of Council, Cabinet and its committees having regard to the terms of reference and the key challenges facing the Council.

Team Working and Relationship Building

- Tact and diplomacy to be able to work across the full range of Council services, partners and political groups, to the benefit of the Borough as a whole;
- Ability to build effective relationships with other parts of the political management structure e.g. full Council, Overview and Scrutiny and other political groups;
- Political sensitivity to be able to address difficult issues across all groups.

Communication

- Ability to facilitate effective communication within and across the council to ensure the community are able to engage in the Council's decision making processes;
- Advanced skills in working with the media whilst being able to identify when additional support from the Communications Team is required, to ensure the Council is positively represented;
- Advanced listening and questioning skills;
- Advanced presentation skills;
- Advanced public speaking.

Knowledge

- A detailed understanding of the strategic role of the Leader of the Council;
- Detailed understanding of the legally defined role of the Chief Executive and other senior officers;
- Detailed knowledge of the work of national, regional and sub regional bodies and the role of the Council within them;
- Detailed understanding of the national policy framework and its impact on local policy development;
- Detailed knowledge of the role of local partners and the services they deliver;
- Detailed understanding of the Council's constitution, code of conduct, budget and audit processes and key internal policies;
- Understanding of the relationship between national politics and local political leadership;
- Understanding of the wider, national issues facing elected Members and the practical implications for Colchester councillors.

LEADER OF AN OPPOSITION GROUP

This role profile is to be read in conjunction with the role profile for Borough Councillor. It identifies the responsibilities, skills and knowledge required of the Group Leader, in addition to those set out for a Borough Councillor.

Purpose

- To be the principal spokesperson for members of their own political group;
- To ensure efficient sharing of information within the group;
- To ensure effective and constructive opposition to the Council's majority group, in line with the Council's Constitution.

Key Duties and Responsibilities

- To lead an Opposition Group within the Council;
- To manage the work of Members within that Group;
- To manage the overall co-ordination of opposition spokespersons and the business of the Group;
- To shadow and scrutinise the Leader of the Council and the Cabinet in their duties;
- To act as the principal spokesperson for an Opposition Group of which he/she is leader;
- To comment, challenge and review the Council's administration performance in the co-ordination and implementation of its policies and procedures;
- To establish and represent the views of the Group on issues of policy and priority;
- To develop opposition Group policies that are credible and could be implemented by the Council;
- To champion and participate in member development activities;
- To manage the Group Secretary and/or Whip to ensure the smooth running of the Group and the personal development of its Members;
- To advise the Leader of the Council of the Group's position on issues relating to external relationships;
- To represent the Group on relevant formal and informal working groups;
- To maintain effective liaison with the Chair of the Scrutiny Committee.

Key Personal Attributes, Skills and Knowledge

Leadership

- Ability to provide political leadership of their Group and manage the tensions between the political demands and expectations of the Group, and the needs of the Council;
- Ability to hold the Executive to account;
- Ambassadorial skills to be able to represent the Council both within and outside the Council including at regional and national level;
- Ability to, when necessary, discipline Members of their political Group;
- Political sensitivity to be able to address difficult issues with other Groups.

Chairing

- Intermediate chairing skills.

Organisational Skills

- Ability to plan and prioritise the business of the Group.

Other Skills

- Assimilating and analysing complex information;
- Research skills and policy development.

Team Working and Relationship Building

- Tact and diplomacy to be able to work across the full range of Council services, partners and political groups, to the benefit of the Colchester community;
- Ability to build effective relationships with other parts of the political management structure e.g. full Council, Scrutiny and other political groups;
- Political sensitivity to be able to address difficult issues across all groups.

Communication

- Ability to facilitate effective communication within and across the Council, and ensure the community are given the opportunity to engage in policy development of the opposition group;
- Advanced listening and questioning skills;
- Advanced presentation skills;
- Advanced public speaking.

Knowledge

- Understanding of the roles of Leader of the Council, Cabinet Members and the Leader of an Opposition Group within the Council;
- Understanding of the legally defined role of certain senior officers;
- Detailed knowledge of the work of national, regional and sub regional bodies and the role of the Council within them;
- Detailed understanding of the national policy framework and its impact on local policy development;
- Detailed knowledge of the challenges facing local government;
- Understanding of Council strategy, policies and operations;
- Knowledge of the role of local partners and the services they deliver and their relationship with the Council;
- Detailed understanding of the Council's constitution, code of conduct, budget and audit processes and key internal policies;
- Detailed knowledge of community needs and their priorities for action;
- Understanding of the relationship between national politics and local political leadership;
- Understanding of the wider, national issues facing elected Members and the practical implications for the Members in their group

CHAIR OF PLANNING COMMITTEE

This role profile is to be read in conjunction with the role profile for Borough Councillor. It identifies the responsibilities, skills and knowledge required of the Chair of the Planning Committee, in addition to those set out for a Borough Councillor.

Purpose

- To provide leadership and direction to the work of the committee, and to ensure compliance with the Planning Procedure Code of Practice;
- To chair committee meetings in line with the Constitution, and to ensure that the committee fulfils its terms of reference;
- To demonstrate to the public, applicants and objectors, fair and open decision making on behalf of the committee.

Key Duties and Responsibilities

- To chair the Planning Committee in accordance with the Procedure Rules;
- To foster and maintain a disciplined approach by the Members involved having regard to high standards of behaviour and ethics including the Code of Practice relating to planning procedures;
- To facilitate participation in meetings by the public and their representatives in accordance with the Planning Committee Procedure Rules ;
- To engage all members of the Committee, ensuring clear and unambiguous decisions are made based on sound planning considerations;
- To encourage members to undertake relevant training and development activities where appropriate so they are able to fulfil their committee role effectively;
- To represent the Council in all dealings with the public, media and other bodies in respect of the work of the Planning Committee.

Skills

Leadership

- Ability to represent the Planning Committee to the community and the media.

Chairing

- Advanced chairing skills.

Organisational Skills

- Ability to plan and prioritise the business of the Planning Committee having regard to its terms of reference and key challenges facing the Planning function.

Team Working and Relationship Building

- Relationship building particularly with senior officers involved in the planning function, Leaders, other Councillors.

Communication

- Advanced listening and questioning skills;
- Communication skills – particularly with Members and Officers involved with the Planning Committee;
- Intermediate presentations skills;
- Intermediate public speaking;
- Ability to work with the media and to identify when additional support from the Communications Team is required, to ensure the Council and the planning function is positively represented.

Knowledge

- In-depth understanding of planning issues and code of practice relating to planning procedures and the Planning Committee;
- Understanding of the role of Ward Councillors in the Planning process and how to handle conflicts of interest between being a Ward Member and a member of the Planning Committee;
- Understanding of the role of Planning Officers.

CHAIR OF SCRUTINY PANEL

This role profile is to be read in conjunction with the role profile for Borough Councillor. It identifies the responsibilities, skills and knowledge required of the Scrutiny Chair, in addition to those set out for a Borough Councillor.

Purpose:

- To support the continuous improvement of the Council, by leading the work of the Scrutiny Panel.
- To chair meetings of the Scrutiny Panel in line with the Council's Constitution.

Key Duties and Responsibilities

The Chair of the Scrutiny Panel is responsible for effective scrutiny in Colchester by:

Leading and Promoting the Overview and Scrutiny Function

- To maintain constructive relationships with Cabinet members and Senior Management Team to ensure that overview and scrutiny contributes to effective decision-making in Colchester;
- To represent overview and scrutiny in Council and be accountable to Council for the actions of overview and scrutiny;
- To ensure that overview and scrutiny is publicised and communicated to build understanding of its role both within and outside the Council;
- To represent Colchester at regional and national forums concerned with overview and scrutiny;
- To be responsible for the constitutional arrangements relating to portfolio holder decisions which are "urgent" and / or not on the forward plan.

Managing and Coordinating the Overview and Scrutiny Function

- To Chair meetings of the Scrutiny Panel;
- To lead the Scrutiny Panel in developing an effective scrutiny work programme;
- To ensure that scrutiny work is properly coordinated;
- To engage with relevant service users and stakeholder groups, ensuring that the Scrutiny Panel's reviews issues of public interest within its terms of reference;
- To co-ordinate the Scrutiny Panel's work avoiding duplication and taking a flexible approach to cross-cutting issues;
- To monitor progress of all scrutiny reviews and ensure that they are completed in reasonable time.

Development of Overview and Scrutiny

- To maintain an overview of scrutiny in Colchester and to learn from practice elsewhere;
- To ensure the continuing development of overview and scrutiny in Colchester through improving both how it is organised as well as the practice;
- To engage all Councillors in the work of the Scrutiny Panel, allowing for robust debate that leads to constructive recommendations;

- To encourage the involvement of all interested parties and stakeholders, individuals, voluntary and community groups in overview and scrutiny matters;
- To encourage Councillors to undertake relevant training and development where appropriate, so that they are able to fulfil the scrutiny role effectively.

Skills

Leadership

- Leadership of the scrutiny function within, and outside the Council;
- Leadership of the Scrutiny Panel as a team;
- Ambassadorial skills through the representation and championing of the scrutiny function inside and outside the authority;
- Objective setting and progressing those objectives on behalf of the scrutiny function

Chairing

- Advanced chairing skills

Organisational Skills

- Assimilating and analysing complex information;
- Overseeing and prioritising scrutiny work, taking account of available resources;
- Planning and coordinating the work of the Scrutiny Panel and its agenda;
-

Team Working and Relationship Building

- Relationship building with Scrutiny Panel colleagues, Executive Management Team/senior officers and Panel Lead Members;
- Building effective relationships with other parts of the political management structure e.g. the executive, full council etc.;
- Ensuring effective contributions from each member of Scrutiny Panel.

Communication

- Advanced listening skills and questioning skills;
- High standard of communication with officers, Members, partners, external bodies and members of the public;
- Advanced presentation skills;
- Advanced public speaking skills

Other Skills

- Dealing with complex strategic issues and problems on behalf of the Scrutiny Panel and the scrutiny function as a whole;
- Obtaining and weighing up evidence and making decisions and recommendations based on that evidence.

Knowledge

- Detailed awareness of the strategic importance of the scrutiny function within the Council;
- Detailed awareness of the constitutional arrangements relating to the scrutiny function and particularly those of the Chair;
- Detailed awareness of Colchester's approach to overview and scrutiny and its relationship with the other parts of the Council's decision making structures;
- Detailed knowledge of the challenges facing the scrutiny function and the role of the Chair in addressing these;
- Awareness of changes facing local government and an understanding of how these might impact on the Council's scrutiny function;
- Awareness of basic project management principles.

CHAIR OF LICENSING COMMITTEE

This role profile is to be read in conjunction with the role profile for Borough Councillor. It identifies the responsibilities, skills and knowledge required of the Chair of the Licensing Committee, in addition to those set out for a Borough Councillor.

Purpose

- To provide leadership and direction to the work of the committee;
- To chair committee meetings in accordance with the Constitution, and to ensure that the committee fulfils its terms of reference;
- To demonstrate to the public, applicants and objectors, fair and open decision making on behalf of the committee.

Key Duties and Responsibilities

- To chair the Licensing Committee in accordance with the Procedure Rules;
- To foster and maintain a disciplined approach by the Members involved having regard to high standards of behaviour and ethics;
- To engage all members of the Committee, ensuring that clear and unambiguous decisions are made based on sound licensing considerations;
- To facilitate appropriate participation in meetings by the public, applicants and their representatives in accordance with the Committee's Procedure Rules;
- To represent the Council in all dealings with the public, media and other bodies in respect of the work of the Committee;
- To represent the Committee's decisions in appeals to the Magistrates' Court and higher Courts;
- To be aware of legislation and ongoing local and national developments on licensing matters and their implications;
- To encourage members to undertake relevant training and development activities where appropriate so they are able to fulfil their Committee role effectively

Skills

Leadership

- Ability to represent the Licensing Committee to the community and the media.

Chairing

- Advanced chairing skills, including the ability to manage conflict.

Organisational Skills

- Ability to plan and prioritise the business of the Licensing Committee having regard to its terms of reference and key challenges facing the licensing function.

Team Working and Relationship Building

- Relationship building particularly with senior officers involved in the licensing function, Leaders, Councillors.

Communication

- Advanced listening and questioning skills;
- Communication skills – particularly with Members and Officers involved with the licensing function and Licensing Committee;
- Intermediate presentations skills;
- Intermediate public speaking;
- Ability to work with the media and to identify when additional support from the Communications Team is required, to ensure the Council and the licensing function is positively represented.

Knowledge

- In-depth knowledge of the standards, ethics and Code of Conduct for Councillors;
- Knowledge and understanding of relevant legislation and local/national developments on licensing matters – and their implications.

CHAIR OF OTHER PANEL, COMMITTEE OR BOARD

This role profile is to be read in conjunction with the role profile for Borough Councillor. It identifies the responsibilities, skills and knowledge required of the Panel, Committee or Board Chair, in addition to those set out for a Borough Councillor.

Purpose

- To provide leadership and direction to the work of the Panel, Committee or Board, contributing to the continuous improvement of the Council's services through the full range of its work;
- To chair meetings and ensure the Panel, Committee or Board fulfils its terms of reference.

Key Duties and Responsibilities

- To Chair meetings of the Panel, Committee or Board in accordance with its terms of reference;
- To foster and maintain a disciplined approach by the Members involved having regard to high standards of behaviour and ethics;
- To engage all members in the work of the Panel, Committee or Board, allowing for robust debate that leads to constructive recommendations;
- To represent the Council in all dealings with the public, media and other bodies in respect of the work of the Panel, Committee or Board;
- To encourage members to undertake relevant training and development where appropriate, so that they are able to fulfil their role effectively;
- To have responsibility for the co-ordination of the management of the Panel, Committee or Board;
- To review and amend the content of the Panel, Committee or Board's work programme

Skills

Leadership

- Leadership of the Panel, Committee or Board within and outside the Council;
- Ambassadorial skills through the representation and championing of the Panel, Committee or Board across the political groups and the Council as a whole.

Chairing

- Advanced chairing skills

Team Working and Relationship Building

- Tact, diplomacy and the ability to mediate and broker agreement across the political groups within the context of Panel;
- Relationship building – with Councillors and senior officers;
- Building effective relationships with other parts of the political management structure, principally the Executive, full council, scrutiny and Executive Management Team etc.;
- Ensuring the most effective contributions from each member of Panel.

Organisational Skills

- Ability to plan and prioritise the business of the Panel, Committee and Board having regard to its terms of reference and key challenges facing the Council;
- Prioritisation and managing the overall Panel, Committee or Board's work programme including the deployment of available resources.

Communication

- Advanced listening and questioning skills;
- Communication skills – particularly with Panel, Committee or Board Members and communicating the work and outcomes to all Councillors.

Other Skills

- Dealing with complex strategic issues and problems on behalf of the Panel.

Knowledge

- Detailed awareness of the strategic importance of the Panel, Committee or Board and its relationship with Council;
- Detailed awareness of the constitutional arrangements relating to the Panel, Committee or Board's functions and particularly those of the Chair;
- Detailed awareness of Colchester's approach to Panel, Committee or Board's meetings and its relationship with the other parts of the Council's decision making structures.

Appendix C

Colchester Borough Council: Training Plan 2017-2018

The purpose of this training plan is to outline the priorities for member development in the 2017-18 municipal year and onwards. It is based on information from the following sources:

- Information provided by Councillors about their individual training needs following completion of their Personal Development Plans;
- Information provided by the Executive about their view of the priorities for Member Development;
- Suggestions from the all party Member Development Group.

When arranging and delivering training and development for Councillors, consideration should be given where appropriate to including strategic partners, parish councillors and councillors from neighbouring authorities.

| Subject | Objective | Delivery | Priority (scale of 1 to 3) with 1 being the highest priority | Links to Strategic Plan objectives |
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| Knowledge based development | | | | |
| Safeguarding/Equality and Diversity/Data Protection | To ensure all members are aware of responsibilities of the Council and of individual members in respect of safeguarding, equality and diversity and data protection. | Short course to be delivered to all members by mid-June 2018. | 1 | <ul style="list-style-type: none">• Promote belonging, involvement and responsibility in all the borough's communities• Work with Essex Police and partners in the Safer Colchester |

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| | | | | Partnership to make Colchester an even safer place |
| Garden Communities | To keep all members up to date on key developments on the Garden Communities proposals | Briefings to all members at relevant points, involving partners where appropriate Provision of written briefings and updates | 1 | <ul style="list-style-type: none"> Develop jobs, homes, infrastructure and communities to meet the borough's future needs by creating new Garden Communities |
| Local Government Finance, budgets and auditing | To improve members knowledge of the financial relationship between local and central government and the Council's budgeting and audit processes | Formal briefing Circulation of briefing papers and other relevant information by e-mail Workbooks | 2 | Would indirectly support the delivery of all Strategic Plan objectives |
| Skills based development | | | | |
| Chairing Skills | <p>To provide members, with the necessary skills and knowledge to enable them to chair a range of meetings effectively, but in particular formal public meetings of the Council's Committees and Panels.</p> <p>To be aimed particularly at those who are new to a Chairing role or who are looking to develop the skills necessary for that role.</p> | <p>On election as Chair, introductory training by officers to explain terms of reference and Committee processes and protocols.</p> <p>Formal training session to be delivered by external trainer within three months of election of Chair</p> <p>Coaching/mentoring by existing or experienced Chair</p> | 1 | By providing Councillors with the necessary skills to fulfil their role, indirectly contributes to all of Strategic Plan objectives. |

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| Social Media | <p>To provide members with an awareness of the main social media sites and awareness of the potential advantages and risks of social media.</p> <p>To help members understand the potential importance of social media in helping councillors engage with some traditionally hard to reach groups.</p> <p>To reduce the number of complaints received on social media issues</p> | Formal training session delivered by the Communications Manager and the Monitoring Officer | 1 | By providing Councillors with the necessary skills to fulfil their role, indirectly contributes to all of Strategic Plan objectives. |
| Councillor casework and conflict mediation | <p>To provide advice to members, particularly those who are relatively new to the role, with help and advice in managing casework.</p> <p>To provide advice in how to mediate in constituent disputes</p> | <p>Formal training session delivered by external trainer</p> <p>Mentoring by experienced members</p> <p>Circulation of written advice and workbooks</p> | 3 | By providing Councillors with the necessary skills to fulfil their role, indirectly contributes to all of Strategic Plan objectives. |
| Regulatory based development | | | | |
| <p>Planning</p> <p>To include:-</p> <ul style="list-style-type: none"> General introductory | To ensure that members of the Planning Committee meet the requirements of the | <p>General introductory session to be a formal presentation;</p> <p>Updates and information on more advanced topics to be</p> | 1 | <ul style="list-style-type: none"> Ensure resident's benefit from Colchester's economic growth with skills, jobs |

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| <p>session for new Councillors, ward Councillors and those new to Planning Committee;</p> <ul style="list-style-type: none"> • Updates on hot topics that arise throughout the municipal year; | <p>Constitution in respect of training;</p> <p>To provide a sufficient pool of substitutes with the require training and expertise to enable the Committee to function;</p> <p>To ensure that members of the Planning Committee and substitutes have the necessary skills and expertise to make sound decisions based on planning criteria.</p> <p>To ensure that ward Councillors have the necessary knowledge of the planning system to effectively represent and champion the interests of their constituents.</p> | <p>delivered through a range of methods:-</p> <ul style="list-style-type: none"> • presentations; • circulation of information by e-mail; • site visits. | | <p>and improving infrastructure</p> <ul style="list-style-type: none"> • Ensure a good supply of land available for new homes through our Local Plan |
| <p>Licensing</p> <p>To include:-</p> <ul style="list-style-type: none"> • General session outlining the licensing system, the regulatory framework that underpins it; the role and powers of | <p>To ensure that members of the Licensing Committee meet the requirements of the Constitution in respect of training;</p> <p>To ensure that members of the Licensing Committee have the necessary skills and</p> | <p>General session to be a formal presentation.</p> <p>Updates and information on more advanced topics to be delivered through a range of methods:-</p> <ul style="list-style-type: none"> • presentations; • electronic/online courses; | 1 | <ul style="list-style-type: none"> • Work with partners to create a shared vision for vibrant town centre • Educate residents about the impact of anti-social behaviour |

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| <p>the Licensing Committee and its sub-committees and how ward Councillors can interact with the licensing system;</p> <ul style="list-style-type: none"> • Training to provide members of the Licensing Committee with sufficient expertise to sit on Committee and its Sub-Committees; <p>Updates on topics as they arise throughout the year, such as legislation updates, and modular units on more advanced issues.</p> | <p>expertise to make sound decisions.</p> <p>To ensure that ward Councillors have the necessary knowledge of the licensing system to effectively represent and champion the interests of their constituents.</p> | <ul style="list-style-type: none"> • circulation of information by e-mail; • site visits. | | |
| Induction for New Councillors | | | | |
| <p>Induction programme for any new Councillors elected in May 2018.</p> <p>To include:-</p> <ul style="list-style-type: none"> • Introductions to key officers; • Tour of Town Hall and key housekeeping matters (building pass; car parking, location of | <p>To provide newly elected councillors with a structured and effective induction to enable them to</p> <ul style="list-style-type: none"> • Understand their role as Councillors; and the legal obligations placed on an elected member; • Effectively represent and | <p>Formal presentations on key topics</p> <p>Meetings with key officers</p> <p>Tour of Town Hall</p> <p>Provision of key documents</p> | 1 | <p>By providing Councillors with the necessary skills to fulfil their role, indirectly contributes to all of Strategic Plan objectives.</p> |

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| <p>meeting rooms etc)</p> <ul style="list-style-type: none"> • Access to Council IT systems; • Sessions on key topics | <p>champion the needs of their constituents;</p> <ul style="list-style-type: none"> • Understand the structure and meetings processes of the Council. • Understand the resources available to support and help them | | | |
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Evaluation

The following principles will apply to evaluation of the training and development delivered to Councillors;

- **Feedback from delegates should be sought from every Councillor Development session. This should be analysed and summary provided to the trainer and also reported to the Member Development Group. Feedback should also be sought from other methods of development. Again the feedback should be analysed, summarised and reported where appropriate to the person providing the development and to the Member Development Group**
- **A report evaluating the impact of member development and its contribution to the delivery of the objectives to the Council's Strategic Plan will be submitted on an annual basis to the Member Development Group and reported to Cabinet**

