

## LGA Highlighting Political Leadership Update – February 2019

### Leadership Academy

The Leadership Academy is the LGA's flagship development programme for councillors in leadership positions. Refreshed and updated for the current challenges faced across local government, the Leadership Academy delivers for local leaders a step change in leadership behaviours, strategies, skills and mind-set.

Leading councillors from across the country and political spectrum have found the Leadership Academy helps to ensure they can effectively address modern challenges and make the most of new opportunities. The programme is now recognized by ILM (Institute of Leadership & Management), the UK's leading awarding body for leadership and management, and Leadership Academy graduates will now receive an ILM certificate. The Leadership Academy is a leadership development programme for leading councillors based on three two-day residential modules over a three-month period.

**Module 1** focuses on **leading through relationships**. This module explores how councillors can develop, maintain and use relationships (both internal and external) to provide effective leadership at the political, organisational and wider community levels.

**Module 2** looks at **leading innovation and change**. This module will develop councillors' ability to lead and manage complex change to improve effectiveness and efficiency and to achieve better outcomes for the community

**Module 3** explores **leading communities and place**. The focus is on helping councillors to communicate with and provide leadership to their communities and within partnerships to achieve growth and prosperity.

#### **Who is it for?**

Councillors in leadership positions, including leaders of councils, deputy leaders, leaders of political groups, portfolio holders, shadow portfolios, scrutiny chairs and committee chairs.

**Fees:** The cost of the first place booked for each authority is now just £1,000, and the cost for each subsequent place will be £1,250. The fee covers accommodation, meals, refreshments, material and tuition for the three residential modules

### **Midweek Programme 183: Warwick Conference Centre, Coventry**

**Module 1:** Thursday 18<sup>th</sup> July – Friday 19<sup>th</sup> July 2019

**Module 2:** Wednesday 11<sup>th</sup> September – Thursday 12<sup>th</sup> September 2019

**Module 3:** Wednesday 9<sup>th</sup> October – Thursday 10<sup>th</sup> October 2018

### **Weekend Programme 184: Warwick Conference Centre, Coventry**

**Module 1:** Saturday 14<sup>th</sup> September – Sunday 15<sup>th</sup> September 2019

**Module 2:** Saturday 12<sup>th</sup> October – Sunday 13<sup>th</sup> October 2019

**Module 3:** Saturday 9<sup>th</sup> November – Sunday 10<sup>th</sup> November 2019

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## **Political Leadership Masterclasses**

These one-day political master classes are for councillors who hold leadership positions on their councils including cabinet members, committee chairs and opposition group leaders. The cost of places at these events is fully subsidised. There are a very limited number of places available and they will be allocated on a strictly first come, first served basis.

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### **Working with the Media Political Leadership Masterclass** **Warwick Conferences, Coventry, CV4 7SH**

**Working with the Media 11** - 2019 Dates to be advised soon

As a leading councillor, you play a pivotal role in raising awareness of your local area and organisation through the media. We're running an intense one-day masterclass to develop and enhance your interview skills. The session will be run by experienced journalists who will provide guidance and advice on:

- understanding journalists, your local media and what makes news
- how to prepare for an interview, present yourself and avoid the pitfalls
- how to develop meaningful messages and narrative
- how to convey your message and control an interview

You'll undertake three interviews (both print and broadcast) during the course of the day with one-on-one guidance and detailed feedback. Recordings of all your interviews, along with media training notes, will be emailed across after the event to review in your own time.

The event is fully subsidised for all delegates. However, please note once you commit to joining the 'Working with the Media' masterclass if you are then unable to make it, a £500 fee will be charged to your council.

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## **Commercial Skills Masterclass for Councillors**

Following three fully booked masterclasses in Cambridge, Winchester and Leeds, we have added an extra date in Manchester, which can be booked via the [online booking link](#).

### **Commercial skills for councillors masterclass - Manchester**

This is a free one-day masterclass for councillors, focusing on the importance of the councillor role within the commercialisation process. Councillors will join an LGA member peer and an experienced commercial trainer to learn practical commercial skills and to hear a case study from the host councillor about how these skills have been put into practice.

#### **Date and location:**

19 March 2019 - [The Midland](#), 16 Peter Street, Manchester, M60 2DS

There are 25 places available, booking essential – [book your place online](#). Places are allocated on a 'first come, first served' basis.

## Data and Digital Transformation Masterclasses for Elected Members

We are pleased to announce three **free masterclasses** for councillors on data and digital transformation. The focus is on the roles and responsibilities that members can place. These take place from 10.00-3.30pm on the following dates:

5<sup>th</sup> March - The Studio, the Hive, 51 Lever Street, Manchester M1 1HN  
15<sup>th</sup> March – MSE Meeting Rooms, 103A Oxford Street, London W1D 2HG  
19<sup>th</sup> March – The Studio, 7 Shannon Street, Birmingham B2 5EP

This event is for elected members who are working on, and keen to maximise, the opportunities of digital approaches and data exploitation in their authorities. A sequence of speakers from local authorities will talk about their own experiences as a reference point for questions and a discussion within the group.

The planned programme includes sessions on:

- the benefits of digital approaches for councils
- the importance of attention to data - getting the plumbing right
- overcoming and understanding cultural issues
- how, as councillors, we can create the conditions and scrutiny in which suitable innovations are able to succeed.

To book on the Data and Digital Transformation masterclasses this is via Eventsforce booking on the LGA website , please click:

<https://www.local.gov.uk/events?topic%5B5672%5D=5672&from=&to=&region=All>

For further information, please contact Tim Adams at [tim.adams@local.gov.uk](mailto:tim.adams@local.gov.uk)

## Leadership Essentials

The Leadership Essentials programme is a series of themed leadership events and workshops. They are aimed at leading members offering a stand-alone opportunity to concentrate on particular themes and share experiences amongst colleagues dealing with similar challenges. These programmes are run at Warwick Conference Centre, Coventry (unless otherwise stated)

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### **Leadership Essentials: Finance**

This two day residential programme will help leaders and finance portfolio holders get to grips with the financial challenges facing their authority. The course discusses setting longer term strategies for sustainability as well as balancing the budget on an annual basis and how to work with officers to ensure that the Council is making the most of its opportunities.

Designed for Leaders and finance portfolio holders, this programme is an opportunity to focus on financial management and governance ahead of the final stages of the 2020/21 budget process, but also to look longer term at what the strategic options may be for the Council and its local area. Participants will hear from a variety of speakers with experience of financial leadership in difficult times and experts on the financial impact of change.

Topic covered will include;

- The role of leaders and portfolio holders in a changing financial environment
- Working with others to make sense of the opportunities
- Understanding the council's finances
- Navigating the budget process
- The financial aspects of the new delivery models
- Recognising a good business case for change

**Programme 13:** Wednesday, 26<sup>th</sup> June – Thursday, 27<sup>th</sup> June 2019

**Programme 14:** Saturday, 14<sup>th</sup> September – Sunday, 15<sup>th</sup> September 2019

**Programme 15:** Saturday, 26<sup>th</sup> October – Sunday, 27<sup>th</sup> October 2019

All take place at Warwick Conferences, Coventry, CV4 7SH

The cost of attending this programme is fully subsidised, but places are limited and will be offered on a strict first come first served basis.

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### **Leadership Essentials: Children's Services**

Lead Members for Children's Services are responsible for providing leadership to Children's Services in their area and hold a statutory role. This development event is funded as part of the sector led improvement programme and aims to support Lead Members with the key challenges they face in the changing policy landscape and to develop leadership capacity, share learning and provide a valuable networking opportunity. This programme is also for Chairs of Children's Services scrutiny committee.

The programme runs over two days and is delivered by member peers and LGA staff supported by guest speakers from local government and partner agencies. We are offering a choice of three programme dates, taking place at Warwick Conferences, Coventry CV4 7SH:

**Programme 24:** Saturday, 14<sup>th</sup> September – Sunday, 15<sup>th</sup> September 2019

**Programme 25:** Thursday, 3<sup>rd</sup> October – Friday, 4<sup>th</sup> October 2019

The cost of attending this programme is fully subsidised. This includes accommodation, meals, course materials and tuition.

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## Leadership Essentials Prevent and Counter-Extremism

**Venue: The Blackwell Grange Hotel, Darlington DL3 8QH**  
**Tuesday, 26<sup>th</sup> March – Wednesday, 27<sup>th</sup> March 2019**

The LGA runs a number of national Leadership Essentials programmes offering high quality leadership development for councillors across the political spectrum. This bespoke two-day course has been developed to explore local government's role in Prevent and counter extremism, which is open to all elected members and is free of charge.

Local authorities have a core role to play at a local level in both safeguarding individuals vulnerable to radicalisation, and in protecting their communities from extremism. Building on the highly regarded LGA Prevent and counter-extremism leadership essentials programmes, this event will provide an opportunity for elected members to learn with and from each other in a confidential, non party-political environment.

The programme will explore a range of themes including national and local approaches to Prevent delivery and counter extremism work; local threats; understanding radicalisation and effective safeguarding; emerging and evolving challenges; and effective leadership. A draft agenda is overleaf.

The cost of attending this programme is fully subsidised. This includes accommodation, meals, course materials and tuition.

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### Leadership Essentials: Fire & Rescue

This programme is aimed at elected members with leading roles on fire and rescue authorities. Benefits of attending will include opportunities to:

- Develop your understanding of the nature of political leadership in fire and rescue authorities.
- Improve your knowledge of the key strategic issues facing the sector.
- Build your appreciation of how leadership style, capacity and skills can assist in managing complex organisational change.
- Explore tools and techniques for improving communication and stakeholder engagement, when working with communities, partners, fire staff and the media.
- Share ideas and network with leading members from a variety of FRAs.

**Programme 12:** Wednesday, 26<sup>th</sup> June – Thursday, 27<sup>th</sup> June 2019

**Programme 13:** Thursday, 26<sup>th</sup> September – Friday, 27<sup>th</sup> September 2019

The cost of attending this programme is fully subsidised. This includes accommodation, meals, course materials and tuition.

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### **Leadership Essentials: Adult Social Care**

This development event supports Lead Members with the key challenges they face in adult social care in the changing policy landscape. It offers the opportunity to explore leadership capacity, to share learning and to make valuable contacts. The course is residential, runs over two days and is delivered by LGA staff supported by high profile guest speakers from local government and partner agencies. The event is member led, interactive, and maximises the opportunity for discussion, sharing of practice and innovative solutions in a confidential environment.

It will focus on leadership in the current challenging policy and practice context, including implementing the Care Act, sector led improvement and integration. The event is supported by the LGA and the Towards Excellence in Adult Social Care programme of sector led improvement in adult social care.

**Programme 6:** Tuesday, 15<sup>th</sup> October – Wednesday, 16<sup>th</sup> October 2019  
Warwick Conferences, Coventry CV4 7SH

**Fee:** The event is fully subsidised including accommodation and refreshments. Places are limited. Accommodation is available the evening before the course.

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### **Essentials: Health & Well-being for HWB Chairs & Vice-Chairs**

Health and Well-Being Boards are entering a critical phase of their development. The role of the Chair is pivotal in maintaining relationships with partners through difficult conversations, promoting shared ownership of and collective leadership for the Board and ensuring accountability to the community. This two-day residential session gives Chairs and Vice-Chairs an opportunity to come together to have space to think and reflect, share experiences and actively learn from each other through the LGA's tried and tested approach to leadership development.

The session will be led by peers with input from national partners. We are offering a choice of three programme dates at Warwick Conferences, Coventry CV4 7SH

**Programme 17:** Thursday, 18<sup>th</sup> July – Friday, 19<sup>th</sup> July 2019

**Programme 18:** Tuesday, 15<sup>th</sup> October – Wednesday, 16<sup>th</sup> October 2019

**Programme 19:** Tuesday, 5<sup>th</sup> November – Wednesday, 6<sup>th</sup> November 2019

**Fee:** The cost of attending this programme is fully subsidised. This includes accommodation, meals, course materials and tuition.

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### **Leadership Essentials: Effective Scrutiny**

The Leadership Essentials: Effective Scrutiny 2 day programme is for new or aspiring scrutiny chairs or task-and-finish group review lead members covering:

- Leading and managing a scrutiny review
- Chairing scrutiny meetings in all their forms
- Increasing participation by members and the public
- Ensuring impact of scrutiny recommendations

Drawing on experts in their field, the programme will also offer the opportunity to focus in depth on the hot topics that are currently most relevant to your work, whether that is children's safeguarding, welfare reform, changes in health services or pressure on budgets driving major changes in how services are delivered or commissioned.

**Programme 10:** Saturday, 5<sup>th</sup> October – Sunday, 6<sup>th</sup> October 2019

**Programme 11:** Wednesday, 22<sup>nd</sup> January – Thursday, 23<sup>rd</sup> January 2020

Warwick Conferences, Coventry CV4 7SH

**Fee:** The fee for attending the 2-day residential event is £250 per place which includes accommodation, meals and all learning materials.

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### **Leadership Essentials: Getting Your Message Across**

This event will provide councillors with the new ideas, strategies and techniques for achieving more effective communication with both internal and external audiences.

Participants will learn how to:

- Influence others towards achieving mutually beneficial objectives
- Adapt their communication style to convey messages more persuasively to people who have a different communication style
- Be more effective when delivering and managing bad news
- Develop a more authoritative communication style
- Build and promote their own personal brand
- Target the right message at the right audience and establish trust and credibility and build relationships
- Overcome barriers to effective communication
- Select the best tools and methods for delivering messages.

**Programme 5:** Dates to be advise

Warwick Conferences, Coventry CV4 7SH

**Fee:** The fee for attending the 2-day residential event is £250 per place which includes accommodation, meals and all learning materials.

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## Leadership Essentials: Sport and Physical Activity

Following twenty successful Leadership Essentials Sport programmes in the last 5 years, the LGA and Sport England are pleased to offer further programmes to assist Cabinet members/portfolio holders with the responsibility for sport to lead transformational change in their service. This will be the first programme following the launch of Sport England's new strategy Towards an Active Nation providing a great opportunity to be hear about the strategy and the opportunities it brings for councils and local partners. It is also a very beneficial experience for new portfolio holders.

The event will help participants to:

- Understand the role that sport and physical activity can play in helping address health improvement and health inequality within communities
- Explore the role sport and physical activity can play in public health, health and social care commissioning and personalisation
- Understand and lead the transformation required in the provision, management and development of sport and physical activity services within councils in order to improve efficiency and value for money and increase participation
- Understand more about how Sport England and the LGA can help and support councils through change programmes and hear about Sport England's new strategy Towards an Active Nation.
- Become better leaders.

Read about the impact attending a Leadership Essential Sports and Physical Activity programme (formerly called Leadership Academy) had on seven councillors from across the country in our brochure: <https://www.local.gov.uk/transforming-delivery-sport-local-communities-elected-member-leadership-academies>

**Programme 23:** Thursday, 28<sup>th</sup> February – Friday, 1<sup>st</sup> March 2019  
Warwick Conferences, Coventry CV4 7SH

**Fee:** The cost of attending this programme is fully subsidised. This includes accommodation, meals, course materials and tuition. Accommodation is available for the pre-night.

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## Leadership Essentials Planning Programmes for 2018/19

Leadership Essentials Planning provides an opportunity to learn about leading planning services. It provides a forum where attendees from across the political spectrum can meet and talk about common issues, hear from leading experts and take part in discussions and exercises, to develop understanding and thinking and learn new things.

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### Leadership Essentials Planning: Planning Committee Decision-Making 2

Thursday, 14<sup>th</sup> March – Friday, 15<sup>th</sup> March 2019 - Warwick Conferences, Coventry

#### Decision making at planning committee: how to run a good planning committee – for Planning committee Chairs and Vice-Chairs

A council's planning committee is a very public window into a council's sometimes complex and often controversial decision making process. The outcomes from the committee are then seen in the developments that are delivered through the decisions made. The aim of the planning committee must be that those people that engage with it to be satisfied with the decision making process, if not always the outcome

Chairing a committee, and all the preparation and lead-in required for good decision making can be challenging. The course will focus on good quality decision making at planning committee and how a good planning committee is run. Attendees will be able to compare how their committee operates with other authorities and share ideas with other councillors

**Fees:** Delegate cost will be £250. All meals accommodation and course materials will be provided as part of the delegate package. If you wish to arrive the night before, there will be an additional cost of £85.

## **Focus on Leadership Programmes**

Two-day development programmes for councillors with potential or aspirations to move into leadership positions on their council.

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### **Effective Opposition**

This program, aimed at opposition leaders and deputy leaders, is designed to help participants to get a better understanding of how they can enhance the effectiveness of their role in leading an opposition group on their council. It will focus on a range of relevant topics, skills and techniques, including building good working relationships with key officers, engaging with external stakeholders, working with the local media and getting the most out of social media.

The programme will provide a unique, cross-party opportunity for participants to explore the nature of effective opposition and gain some insight into their personal leadership and influencing styles.

**Programme 10:** Dates to be confirmed

**Programme 11:** Dates to be confirmed

**Fee:** The cost for attending this two-day residential event is only £150, which covers the cost of accommodation, meals, tuition and materials

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### **Young Councillors' Weekender**

The Young Councillor Weekender event is designed to give councillors aged 40 and under an opportunity to benefit from some focused leadership skills development aimed at helping them to make progress in their political career. The event also provides a chance for them to meet with and build up their network of other young councillors from different political parties and parts of the country.

Over the ten years since the programme was first run approximately 40 participants have attended each year and several have gone on to take up cabinet positions on their councils or roles on LGA boards.

This year's programme will include plenary sessions lead by experts in the field of leadership and leading member peers covering personal development and some of the key current issues and challenges for all councillors. Some of the workshops choices will be:

- Is Perception more powerful than reality
- Communication Skills
- Operating in party groups
- Local Government Finance

**Date:** Saturday 23<sup>rd</sup> November – Sunday 24<sup>th</sup> November 2019 - Warwick Conferences

**Fee:** The cost for attending is £150 for the 2-day residential event which includes accommodation, meals and all learning materials, plus an additional £50 for those of you who wish to join us for dinner and stay overnight at the venue on Friday, 22<sup>nd</sup> November

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### **Black, Asian and Minority Ethnic (BAME) Councillors Weekender**

This event provides a unique learning and networking opportunity for elected members from BAME backgrounds and those who are interested in exploring ideas for enhancing the recruitment and retention of BAME councillors.

The programme will include a variety of leadership, skills and personal development workshops, an opportunity to identify new learning and support needs, and a chance to work with others in finding possible solutions for some of the specific challenges faced by councillors from BAME backgrounds.

**Date:** Saturday, 9<sup>th</sup> February – Sunday, 10<sup>th</sup> February 2019

**Fee:** The cost for attending this two-day residential event is only £150, which covers the cost of accommodation, meals, tuition and materials, plus an additional £50 for those of you who wish to join us for dinner and stay overnight at the venue on Friday 8<sup>th</sup> February.

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**To book or for more information on the Highlighting Political Leadership  
development programmes /events mentioned**

**Please email [grace.collins@local.gov.uk](mailto:grace.collins@local.gov.uk) or Tel: 0207 664 3054**

## Community Leadership

The Community Leadership Programme provides a number of resources to support councillors in their role as community leaders, facilitators and brokers.

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## Councillor Modules

We can deliver modules in-house and tailor accordingly to your authority's needs using a member peer and a trained facilitator on topics such as chairing skills, influencing skills and partnerships, and social media.

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## Councillors' Guide

The new Councillors' Guide for 2018/19 is now available online. This online resource is designed as a quick reference guide to provide you with the essential information that you need to know as a councillor.

<https://www.local.gov.uk/our-support/highlighting-political-leadership/councillors-guide>

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## Councillor workbooks

The workbooks are aimed at all councillors and will be particularly useful to new councillors. They are available to download on the LGA website <https://www.local.gov.uk/our-support/highlighting-political-leadership/community-leadership/councillor-workbooks>.

Topics include:

- Acting on Climate Change
- Being an effective ward councillor
- Bribery and fraud prevention
- Chairing skills
- Commissioning Services
- Community safety
- Councillor / Officer Relations
- Creating a 'fit for the future organisation'
- Engaging young people
- Facilitation and conflict resolution
- Handling casework
- Handling complaints for service improvement
- Health and safety in the council
- Influencing skills
- Local government finance
- Media and communications
- Neighbourhood & community engagement
- Neighbourhood planning- ward councillors
- Planning
- Scrutiny
- Scrutiny of finance
- Stress management & personal resilience
- Supporting residents with complex issues
- Working with town and parish councillors

## E-Learning Modules

The E-learning can be accessed via the LGA website through the following URL: <http://lms.learningnexus.co.uk/LGA/>. In order to access the modules, councillors need to register to use the system, and receive a user name and password. They can do this by emailing [elarning@local.gov.uk](mailto:elarning@local.gov.uk).

The councillor e-learning modules available to download from the LGA E-Learning platform for councillors are as follows:

- **An Overview of the General Data Protection Regulation for Councillors**  
This module provides an overview for councillors on the requirements of the General Data Protection Regulation/Data Protection Act 2018. It describes the requirements of the new Act which implements the GDPR and how it applies to councillors both as individuals. It looks at the new legislation and how it differs from the Data Protection Act 1998 and why it is important to understand and follow the requirements of the legislation to avoid allowing personal data which they may hold on the residents of their area being misused.

- **Anti- Bribery and Corruption**

As a councillor you will deal with many types of people and organisations in your role as a community leader. Sometimes these relationships might come under scrutiny from others. An understanding of when these situations might put you at risk of bribery or possibly even corrupt activity is important to ensure that you don't end up compromised or breaking the law without realising it. The e learning module has been written to support you and feel more confident in these situations.

- **Commissioning Council Services**

This module brings together learning and experiences from the Leadership Essentials Commissioning Academy programme to examine new ways to approach commissioning from an outcome based perspective. It also provides tools to help implement outcome based commissioning and the skills to facilitate change.

- **Community Engagement and Leadership**

With the increasing emphasis on local democracy, this module considers the important role of a councillor as a community leader and as an advocate for their local area. It gives thought to how to determine the needs of your local community and gives consideration to how best to engage with all elements of it in ways which are most appropriate for their needs and circumstances. By taking a more strategic view on community engagement it will enable you to consider how to be more effective in this role.

- **Councillor Induction**

Designed to complement the LGA Councillors' Guide, this module provides a useful introduction to the increasingly diverse and complex role of being a local councillor. It looks at the legal framework of councils, considers the different types and structures of councils as well as providing some helpful tips and pointers to those undertaking this role for the first time. It is intended to sit alongside any council specific training provided to provide a national perspective to better inform the local ward or division councillor.

- **Effective Ward Councillor**

This module looks at the key skills for being an effective councillor. It examines the need to understand the issues and concerns of your own ward or division and to equip you with the skills confidence and ability to take action and make a difference to your community in the most important role you undertake as a councillor. It looks at time management, prioritisation of tasks and the importance of effective communication.

- **Facilitation and Conflict Resolution**

Facilitation and conflict resolution is nothing new. Much of the work that councils are currently doing around community cohesion and tension monitoring is an attempt to understand, prevent and respond to actual or potential community conflicts on a comprehensive and consistent basis. As councillor you will play an important role in resolving community conflict, dealing with conflicting priorities and acting as a facilitator for resolution. This module looks at the possible causes of conflict and tension in communities and provides some tools and tactics for acting effectively to resolve them where possible.

- **Handling Complaints for Service Improvement**

As you develop in your role as a councillor you will receive complaints or concerns from your local community about a variety of issues. Written in partnership with the Local Government Ombudsman this module looks at the type of complaints you might receive as a councillor, considers which are appropriate to be dealt with and

which should not! It provides councillors with the necessary signposting to direct complaints to the appropriate body for resolution, be that the council or an elsewhere.

- **An introductory to Housing**

This module provides a starting point for understanding the evolution and structure of housing provision by organisations in Great Britain. It looks at the different types of housing provision, the providers of services and the role of landlords and tenants in the process of private and public housing provision. It considers the essential information that you as a councillor may need to be aware of when undertaking your role as a council, committee or cabinet member

- **Influencing Skills**

Being able to influence people is a key skill for effectiveness as a councillor. The module looks at how to be effective in influencing and persuading others, provides you with information about your own influencing style and how and when best to use it. It gives consideration to how to change the way other perceive you as a politician and to overcome the difficulties involved in influencing effectively.

- **Licensing and Regulation**

The standard of products and services provided by local businesses is maintained through licensing and regulatory legislation. This enables local communities to stay safe and benefit from a healthy local economy. Council's regulatory services are responsible for enforcing this legislation, enabling businesses to improve and grow. The module takes a look at why licensing and regulation is necessary, what regulatory services are their role and function and the role of the councillor in licensing and regulation.

- **Planning**

If you think about planning, what word(s) come into your mind? To some councillors planning is exciting and visionary, it is about improving the environment, making places and communities work, a way of securing tangible improvements and investments, of shaping the future, and a mechanism for getting involved in decisions on things that matter to people. To others, it is bureaucratic, confrontational, stifles creativity, and pits neighbours against each other. Some residents fear it, don't trust it, and think it fails them. Some businesses see it as stifling innovation and enterprise. The Local Plan, planning proposals and decisions are all things that the public are interested in, although not all of the time. If you think about how many more members of the public turn up for a planning committee than a full council meeting, you can tell what sparks interest and strong views. This workbook will help you to understand how the planning system in England work

- **Police and Crime Panels**

The Police Reform and Social Responsibility Act 2011 introduced new structural arrangements for national policing, strategic police decision making neighbourhood policing and policing accountability. Principal amongst these changes was the election of Police and Crime Commissioners (PCCs) and the introduction of Police and Crime Panels to scrutinise them. The module provides you with the information you need as a councillor to sit on a Police and Crime Panel and looks at the links between Police and Crime Panels, councils and local councillors.

- **Scrutiny for councillors**

All councils must have an overview and scrutiny function. This is to ensure that decisions taken are robust and fulfil the needs of the local community. This module is aimed at councillors who sit on the Overview and Scrutiny committee of a council, involved in scrutiny work or wish to learn more about the overview and scrutiny function of a council.

- **Stress Management and Personal Resilience**

In a time of changing priorities and ways of working for both front line and back office services, councils face increasingly difficult and stressful decisions about the services they provide to their communities. As a councillor you may find yourself having to communicate difficult and unpopular news to your local areas. This module looks at the sources and causes of stress, and offers some insights and strategies for creating greater personal resilience.

- **Supporting constituents with complex issues**

As a councillor, providing effective support and advice to your residents is a key skill required in your role. Some of the conversations you will have will be difficult, awkward or painful. And you need to find the tools and personal resilience to enable you to do this well. This module looks at the ways in which you can provide this support and advisory role and to signpost residents with difficulties to other agencies who can offer more targeted support where needed

**For more information on our community leadership offer please contact Alison Edwards**  
[alison.edwards@local.gov.uk](mailto:alison.edwards@local.gov.uk) **Tel: 020 7665 3857**

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### **Be a Councillor**

Do you have elections coming up in 2019 or 2020? Are you thinking of running a campaign or prospective councillor event? We've recently updated our website to include new resources to help Council's promote the role of councillor to new talented people, who want to make a difference in their community: [www.beacouncillor.co.uk/your-council](http://www.beacouncillor.co.uk/your-council).

Email: [michael.barrett@local.gov.uk](mailto:michael.barrett@local.gov.uk), Twitter: @beacouncillor  
Website: [www.beacouncillor.co.uk](http://www.beacouncillor.co.uk)