

LGA Highlighting Political Leadership Update – November 2020 – [Updated]

COVID Guidelines – Leadership Programmes attendance

Our leadership programmes in a face-to-face setting is the choice of the delegate. If you do not feel comfortable attending our event in person there is the option to attend virtually.

- The following measures have been taken at Warwick Conferences for your safety at our events <https://warwick.ac.uk/services/conferences/news/covid-19/keeping-you-safe.pdf>
- A reminder of government guidance on 'staying safe outside of your home': <https://www.gov.uk/government/publications/staying-safe-outside-your-home/staying-safe-outside-your-home>
- The guidance for people who are clinically vulnerable <https://www.gov.uk/government/publications/staying-alert-and-safe-social-distancing/staying-alert-and-safe-social-distancing-after-4-july#clinically-vulnerable-people>

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 behaviors, 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 approved by Institute of Leadership & Management, the UK's leading

awarding body for leadership and management, and Leadership Academy graduates will now receive an approved Institute of Leadership and Management certificate with access to resource materials for a year from the organisation. The Leadership Academy is a leadership development programme for leading councillors based on three two-day residential modules over a three-month period.

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. Over 3,070 elected members from almost every council in the country have graduated from the main Leadership Academy programme since it was launched 20 years ago.

Benefits of attending

- Work with fellow Leaders and leading councillors on current issues
- Understand your own leadership style and enhance your leadership capabilities
- Develop a 'leadership toolbox' of techniques and strategies to use in different situations
- Work on participants' own specific challenges from their councils
- Understand and practise effective leadership strategies for the current environment
- Take back the learning to councils
- Work with peers from other parties and councils
- Receive an Institute of Leadership & Management recognised certificate on completion
- Overall, providing a step change in leadership effectiveness

About the programme

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, materials and tuition for the three residential modules

- **Weekend Programme 195: Warwick Conference Centre, Coventry**
Module 1: Saturday 5th December – Sunday 6th December 2020
Module 2: Saturday 9th January – Sunday 10th January 2021
Module 3: Saturday, 13th February – Sunday, 14th February 2021
- **Weekday Programme 196: VIRTUAL ONLY**
Module 1: Wednesday 25th November – Thursday 26th November 2020
Module 2: Wednesday 13th January – Thursday 14th January 2021
Module 3: Wednesday 17th February – Thursday 18th February 2021
- **Weekend Programme 197: Warwick Conference Centre, Coventry**
Module 1: Saturday 16th January – Sunday 17th January 2021
Module 2: Saturday 13th February – Sunday 14th February 2021
Module 3: Saturday 13th March – Sunday 14th March 2021
- **Weekend Programme 198: Warwick Conference Centre, Coventry**
Module 1: Thursday 28th January – Friday, 29th January 2021
Module 2: Thursday 25th February – Friday, 26th February 2021
Module 3: Thursday 25th March – Friday, 26th March 2021

One to One Development Sessions

We are offering councillors the opportunity to have one-to-one development conversations with one of the Leadership Academy Facilitators. This will be available to councillors in leadership positions for the next three months. These sessions are not political and will be provided by tutors from our Leadership Academy programme who a number of you might have met from your participation on the programmes. They will be focussed on helping councillors adapt their personal leadership style through three structured coaching calls. If you would like more information, please contact grace.collins@local.gov.uk

Commercial Skills Masterclasses for Councillors

Free masterclass, delivered using Zoom platform

As a result of COVID-19, many councils are refocusing their commercial activity. The LGA has developed a range of support for councillors to develop the skills they need to make confident decisions about refocused commercial activity.

Commercial Mindset

Friday 15th January 2021

Link: <https://lgaevents.local.gov.uk/lga/frontend/reg/thome.csp?pageID=291018&eventID=853>
For portfolio holders for commercial activity or whose portfolio includes income generating services and scrutiny board members.

This masterclass is designed to support councillors to:

- Understand (at a high level) the trading powers available to local authorities
- Review and refocus the council's commercial activity in light of the impact of COVID-19
- Challenge conventional thinking to solve problems – how to use alternative approaches to develop sustainable income streams
- Set the commercial vision and outcomes and empower officers to deliver those outcomes
- Use commercial approaches to deliver social value – placing purpose at the heart of commercial activity

Commercial Leadership and Decision-Making

Friday 22nd January 2021

Link: <https://lgaevents.local.gov.uk/lga/frontend/reg/thome.csp?pageID=340943&eventID=998>
For portfolio holders for commercial activity or whose portfolio includes income generating services and scrutiny board members.

This masterclass is designed to support councillors to:

- Understand and appraise investment proposals (including risk)
- Understand the financial health of companies, including questions to ask of chief financial officers/finance directors
- Understand the role of the board directors, including roles and responsibilities
- Understand and consider the culture and ethics commercial activity

To find out more email commercialskills@local.gov.uk

COVID-19 Political Leadership Webinars for councillors

To access any of the below recorded webinars, please click <https://www.local.gov.uk/our-support/lga-covid-19-support-offer/covid-19-political-leadership-webinars-councillors>

Presentation Skills

New: Leadership webinar concerning online Presentation Skills on virtual platforms. The webinar is hosted by Darren Caveney, creator of Comms2point0. This pre-recorded session is aimed at providing advice and support to councillors during COVID-19 to navigate online interviews and meetings. Councillors are currently having to work with a wide range of platforms for virtual meetings and interviews and this webinar aims to boost confidence and discusses the elements to consider when wanting to build and maintain an effective online profile.

Coalition Administrations

New: This pre-recorded webinar on Coalition Administrations, is presented by Dr Stephanie Snape, a local government specialist and LGA Associate. The webinar aims to support councils run by coalition administrations in their work on COVID-19 and the recovery. The webinar will identify how to ensure robust, stable coalition working during Covid-19 and beyond.

Effective Chairing of Remote Meetings

This webinar provides some advice and assistance to councillors when undertaking council business through digital platforms. It provides some case studies and hints and tips from councillor colleagues who have been undertaking meetings online and some thoughts on the process and conduct of meetings.

Rapid Innovation

This single session webinar is presented by Manny Gatt, co-founder and Managing Director of Shared Service Architecture Ltd, a teaching company providing training programmes in Collaborative Leadership and Shared Services. Council leaders with a democratic responsibility for place leadership, have a role to play in encouraging and supporting rapid innovation and change. This webinar provides an opportunity to explore both the theory and practice as to how to lead council's response to these challenges.

The Importance of opposition leadership and what effective opposition looks like during Covid-19

This two-part webinar is present by Dr Stephanie Snape, a local government specialist, having spent thirty-three years in the 'world of local government'; working first as a local government officer, then over two decades as a local government academic. These sessions discuss the importance of the contributions of opposition councillors and groups make, and will support opposition groups in their work on Covid-19.

The Role of the Ward Councillor during Covid-19

This two-part webinar is presented by Andy Fry OBE, a former local government corporate director and chief fire officer. Part one discusses the emergency management cycle and council responsibilities, the role of officers and building and maintain trust in your community. Part-two discusses the role of senior councillors and a detailed look at the role of the ward councillor.

[COVID-19 Publications and Guidance on LGA Website](#)

- [Councillor workbook on creating mentally healthy places](#)
- [Changes to local authority powers and duties: Adoption, fostering and care planning and health protection resulting from Coronavirus Regulations 2020](#)
- [Changes to local authority powers and duties resulting from Coronavirus Regulations 2020: school admissions](#)
- [Changes to local authority powers and duties resulting from the Coronavirus Act](#)
- [COVID-19: a leadership workbook for cabinet members](#)
- [Councillor guidance on emergency response structures](#)
- [Key questions and issues for finance portfolio holders during the COVID-19 pandemic](#)
- [Councillor guidance: COVID-19 outbreak](#)
- [Protecting vulnerable people during the COVID-19 outbreak](#)
- [Tackling domestic abuse during the COVID-19 pandemic](#)
- [A councillor's workbook on effective opposition during COVID-19, reset and recovery](#)
- [The impact of COVID-19 on culture, leisure tourism and sport](#)
- [Fiscal devolution: adopting an international approach](#)
- [Changes to local authority powers and duties covering special educational needs, planning and road traffic orders resulting from Coronavirus Regulations 2020](#)
- [Councillor guidance: COVID-19 reset and recovery](#)
- [Councillor workbook on creating mentally healthy places](#)
- [Managing the wellbeing of furloughed staff during the COVID-19 pandemic](#)
- [Loneliness, social isolation and COVID-19: practical advice](#)
- [Changes to local authority powers and duties resulting from the Coronavirus Act](#)
- [Approaches to managing licensing and related issues during the COVID-19 pandemic](#)

LGA Events

All LGA 'in-person' events which take place at 18 Smith Square have now been postponed/ cancelled up to the end of December 2020 due to the COVID-19 pandemic. The LGA are now running a series of virtual events via Zoom for members and officers – please click on the following link to see what's coming up and book a place: <https://www.local.gov.uk/events>

Examples of some of the November and December LGA events are below:

Decarbonisation of Transport

The following webinars are for Leaders, Sustainability and Climate Change Managers, this forms part of the Decarbonising Transport series accompanied by a [toolkit](#) of seven evidence-based policy briefings prepared for the LGA by the DecarboN8 Research Network and the Centre for Research into Energy Demand Solutions.

Climate Smart Parking Policies

12 November 2020 | 10.30am - 12.00pm | Zoom webinar

Land Use, Localisation and Accessibility

17 November 2020 | 10.30am - 12.00pm | Zoom webinar

Travelling less and the role of online opportunities

24 November 2020 | 10.30am - 12.00pm | Zoom webinar

Rethinking the workplace

Friday 27 November 2020, 10.10am – 11.30am

With remote working the new normal, how are councils adapting working environments, culture, management and service delivery? Hear of the approaches being taken in two local authorities and take advantage of their experience in an open Q&A session.

Modern slavery in local government supply chains

Wednesday 16 December 2020, 2.00pm - 3.30pm

In response to the Home Office's announcement that changes to the Modern Slavery Act will include local authorities in the supply chain provisions, the LGA is hosting a webinar dedicated to helping councils mitigate the risks of modern slavery in local government supply chains. This webinar aimed at Procurement and Commissioning Officers, Contract Managers & Officers working in modern slavery Teams

Digital citizenship

Improving digital citizenship is a key part of the LGA's civility in public life work; online abuse is a major challenge to local democracy. The LGA is running a webinar and two workshops in December aimed at giving councillors and officers the opportunity to share their experience of online abuse and intimidation and to shape the outputs of the new digital citizenship project.

To book onto the sessions please follow the links below:

- [Friday 4 December 2020, 10.00am-11.00am - Civility in public life: improving digital citizenship - an introduction to the project](#)
- [Thursday 17 December 2020, 10.30am-11.30am - Civility in public life: digital citizenship workshop for officers](#)
- [Monday 21 December 2020, 6.00pm-7.00pm - Civility in public life: digital citizenship workshop for elected members and officers](#)

Do continue to check out <https://www.local.gov.uk/events> for further events that are taking place in November and December as there are more on the website

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.

Working with the Media Political Leadership Masterclass

Working with the Media 18 – Thursday, 26th November 2020 – *Virtual*

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 five-hour virtual masterclass to develop and enhance interview skills. The session will be run by Scott Chisholm, who advises some of the country's top politicians and the world's most influential corporate executives.

- You will learn how to be in control of any encounter with any journalist
- How to prepare and present
- How a journalist thinks
- What makes news, news
- Your rights
- How to exploit difficult questions
- How to influence, rather than merely inform
- The 3 'R's of damage limitation and crisis management

Risk Management Political Leadership Masterclass

Risk Management 6: Friday, 11th December 2020
Warwick Conferences, Coventry CV4 7SH

Sometimes the biggest risk you can take is to take no risks at all! But what do we mean by risk and how can we make sure that we take it into account when making decisions?

This seminar will consider the types of risk that Councillors are likely to meet as they seek to influence the decision making process at their Council. After establishing what is meant by risk, how risk is identified, evaluated and managed, the seminar will provide an opportunity for participants to discuss in a supportive environment how best to understand and deal with the political, financial and practical risks they face.

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 take place at Warwick Conferences, Coventry CV4 7SH (unless otherwise stated.)

Leadership Essentials - Audit Committees

The world of audit just got interesting! The role of Audit Committees is to ensure that the council has an effective system for managing risks and controlling its finances. In these times of reduced resources and enhanced risk this role is more important than ever. With a government review of local government underway and controversy in the private sector about the role of external auditors, there has never been a better time to reflect on how audit committees need to be fulfilling their role. Aimed at Audit Committee Chairs, this programme will discuss how Audit Committees can be most effective, drawing on the insights of auditors to ensure that the public can have confidence in the way the council is managing its financial affairs.

Programme 3: Tuesday, 19th January – Wednesday, 20th January 2021

Programme 4: Saturday, 20th February – Sunday, 21st February 2021

Both taking place at Warwick Conferences, Coventry CV4 7SH

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

Leadership Essentials: Being an Effective Cabinet Member

This exciting new programme from the LGA has been designed to meet a significant unmet need in the member development world - a course to support new and experienced cabinet members in being successful in their portfolios. There are many courses available for scrutiny councillors, but this is the first course dedicated to supporting councillors in their role as executive members.

This interactive course examines the key aspects of being a successful cabinet member - from having a clear understanding of the legacy you want to leave, to working with your director, working with other cabinet members, making effective decisions and managing your workload. The course is designed to produce a step change in the effectiveness of cabinet members. It is designed to support all different types of portfolio holders - and is not specific to a specific portfolio.

Who is it for?

New cabinet members; Experience cabinet members wanting a 'refresh'; Cabinet deputies or assistants; Shadow cabinet members or assistants.

Prog 7: Saturday, 30th January – Sunday, 31st January 2021

All at Warwick Conferences, Coventry CV4 7SH

Prog 8: Saturday, 21st November – Sunday, 22nd November 2020 – **Virtual only**

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

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 four programme dates, taking place at Warwick Conferences, Coventry CV4 7SH:

Programme 30: Thursday, 14th January – Friday, 15th January 2021

Programme 31: Saturday, 6th February – Sunday, 7th February 2021

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

Leadership Essentials: Climate Emergency

The impact of climate change on our planet was dominating global news headlines prior to COVID-19 and, no doubt, will do again. An Ipsos MORI survey has shown 85% of adults are now concerned about global warming. Many councils have formally declared a climate emergency and are looking at practical steps to turn ambitions on reducing carbon emissions into action.

This programme will help leaders and portfolio holders explore the crucial local leadership role in responding to the climate emergency. It will explore levers for councils to reduce carbon emissions and provide opportunities to learn from the experience of others.

Featuring a range of inputs, practical sessions and discussions, the programme will explore themes including community engagement, action planning, current climate change issues, including our green recovery from COVID-19, and how councils can bring partners together to deliver meaningful changes.

Programme 3: Thursday, 22nd October – Friday, 23rd October 2020 (**Virtual**)

Programme 4: New dates to be advised in the new year

Fee: The cost of attending this programme is fully subsidised.

If the member wants to keep in touch with all things climate, we are producing a monthly Climate Change Bulletin which gives them a roundup of best practice examples and the latest news for councils from policy, improvement and Local Partnerships. They can [sign up to receive the bulletin for free.](#)

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 13: Thursday, 21st January – Friday, 22nd January 2021
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.

Leadership Essentials: Finance

This two-day 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 2021/22 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. This course is also suitable for the Chairs of Audit Committees and those responsible for finance scrutiny.

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 19: Saturday, 7th November – Sunday, 8th November 2020
Warwick Conferences, Coventry, CV4 7SH

Fee: 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.

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 7: Saturday, 16th January – Sunday, 17th January 2021
Warwick Conferences, Coventry

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

Leadership Essentials: Leading Healthier Places

We are reframing our support offer to fit the new circumstances, but what is clear at this stage is that we need to support local leaders of place to build on the strength of communities that we have witnessed in the health emergency and reshape approaches to supporting the vulnerable and tackle health inequalities that COVID-19 has also brought to the fore.

These sessions will give members 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 sessions will be co-delivered by local authority and clinical commissioning colleagues.

These leadership development sessions are aimed at HWB Chairs/Vice-Chairs, Council Leaders, CCG Chairs, elected members on HWB boards, Portfolio Holders with responsibilities for Adult Social Care or Public Health and those with a political role in a health and care system or devolution arrangement.

Programme 21: Tuesday, 19th January – Wednesday, 20th January 2021

We are currently running the two-day programme as a residential event at Warwick Conferences, Coventry. We will continue to develop the format for this session over the coming months.

Fee: The cost of attending this programme is fully subsidised.

Leadership Essentials: Housing

This programme is aimed at Leaders, Deputy Leaders and relevant portfolio holders. It will be designed to help participants develop their leading role in shaping the local housing market to meet the needs of people and places. It will include focuses on: understanding the housing market, developing and delivering a vision with partners, and delivering ambitions to improve the availability, affordability and suitability of new and existing housing.

Programme 2: Thursday 4th February – Friday 5th February 2021 - Hybrid

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

Leadership Essentials: Homelessness

This programme is aimed at Leaders, Deputy Leaders and relevant portfolio holders. It will be designed to help participants develop their leading role in reducing homelessness and the risks of homelessness in their areas. It will include focuses on: understanding the different forms homelessness and the routes into homelessness locally, developing and delivering a vision with partners, and the strategic and operational measures that can help improve the prevention and relief of homelessness as early as possible

Programme 2: tba
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.

Leadership Essentials: Licensing

Decision making at licensing committee: how to run a good licensing committee – for licensing committee/ sub-committee Chairs and Vice-Chairs

A new course for 2020 this leadership essentials programme is perfect for those councillors who are new and getting to grips with the role as well as for the more experienced as a refresher and update.

Licensing, and the decisions made by licensing committees make a fundamental contribution to shaping places where people want to live, work and relax. The aim of the licensing 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 licensing committee and how a good licensing committee is run. Attendees will be able to compare how their committee operates with other authorities and share ideas with other councillors.

Programme 2: Tuesday, 23rd February – Wednesday, 24th February 2021
Warwick Conferences, Coventry CV4 7SH

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

Leadership Essentials Planning Programmes for 2020/21

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.

Leadership Essentials Planning: Planning Committee Decision-Making Decision making at planning committee: how to run a good planning committee – for Planning committee Chairs and Vice-Chairs

This PAS' popular leadership essentials programme is back again on 29/30 October 2020 and 4/5 March 2021. It's perfect for councillors new and getting to grips with the role and for the more experienced to refresh and update. It's our most popular programme for councillors and places are limited.

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.

Programme 6: Thursday 4 March - Friday 5 March 2021

Warwick Conferences, Coventry CV4 7SH

Fee: 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. We will also be allowing delegates to attend the event remotely.

Leadership Essentials Planning: A Planning Update

This programme is aimed at leading planning councillors. The planning system is key to how a place develops, changes and delivers the needs to the community. There is a raft of reforms to the present system already announced and proposed in the coming months. This course will increase understanding of the role of planning, the recent changes in the planning system and what the impact might be on yourself, colleagues and your officers. And importantly, what you might need to do back at your authority. You will be able to meet and discuss the issues and share ideas with other informed councillors.

A delegate from the last course reflected: "Good to meet one's peers and debate, exchange good practice, learn and return to the office invigorated knowing you will make a difference by impacting on matters".

Programme 1: tba

Warwick Conferences, Coventry CV4 7SH

Fee: The cost of the course is £250 per person which includes all meals and an overnight stay. If you wish to arrive the night before, there will be an additional cost of £85. We will also be allowing delegates to attend the event remotely.

[Planning Advisory Services Website](#)

In response to Covid-19, PAS have created a "hints & tips" guide to running a virtual planning committee. There is a number of resources on this page which is constantly being updated. <https://www.local.gov.uk/pas/councillors/planning-committee>

[Focus on Leadership Programmes](#)

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

Effective Opposition

This programme, 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 12: Saturday, 23rd January – Sunday, 24th January 2021

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

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 eleven 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.

Date: Saturday, 30th January - Sunday, 31st January 2021

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 pre-night.

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.

Programme Objectives

By the end of the event, you will have had an opportunity to:

- Reflect on your personal leadership style and its impact on others.
- Hear from experienced and notable BAME political leaders and leadership experts about their leadership journeys, insights and views on the type of leadership required to address critical issues facing the UK's BAME communities.
- Explore and practice key leadership skills such as influencing, networking and 'creating impact' in order to achieve their goals.
- Explore key changes taking place within public services and local authority environment and the implications for the personal leadership approach of elected members.
- Discuss whether there are any particular issues for consideration as a BAME elected members.
- Think about your 'leadership career' (your 'legacy') and begin planning in a practical manner.

Some of the sessions will include:

- ❖ Personal Leadership: What is Leadership?
- ❖ Understanding Leadership Styles:
- ❖ "Successful political leadership – making a difference."
- ❖ 'Enhancing your leadership'
- ❖ Presentation skills

Date: Saturday, 27th February – Sunday, 28th February 2021
Warwick Conferences, Coventry CV4, 7SH

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 26th February.

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

Please email 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.

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.

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
- Handling Intimidation
- Health and safety in the council
- Influencing skills
- Local government finance
- Media and communications
- Mentally Healthier Communities
- 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

We have now made the modules available on an open access platform. This means that the modules can be accessed without the need for a username and password. Councillors will be able to evidence that they have completed the module by completing the certificate of completion, but it does not provide the same tracking options as our previous platform. This includes the module on **Holding council meetings online** which offers assistance to councils following the change of legislation earlier this month. The e-learning modules are available via this link: <https://lga.melearning.university/course/view/1?gc=WMA7LFIA1FZCUC1QCVSK>.

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

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.

Equality, Diversity and Unconscious Bias

This module considers the implications of the Equality Act 2010. It looks at the provisions of the Act and the protected characteristics within it as well as how the legislation applies to elected members both in a recruitment and community leadership context. In addition it looks at how not complying with the Act might lead to issues around discrimination, harassment and victimisation for councillors in their roles.

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.

Handling Intimidation

Becoming and serving as a councillor is a responsibility, a privilege and a hugely rewarding undertaking. But we are aware that an increasing number of councillors and candidates are being subjected to abuse, threats and public intimidation, undermining the principles of free speech, democratic engagement and debate. The growth of social media has provided an additional and largely anonymous route for individuals and groups to engage in such activity. This e-learning module builds on the LGA workbook on this topic and gives you some ideas and thoughts about how you might address issues and concerns as they affect you in your role.

Holding Council Meetings online

The Coronavirus pandemic has brought about fast-paced changes to the way people live and work. The need for self-isolation and social distancing has led to a focus on home and remote working, with councils exploring how to make the most of current technology to enable this. So that council's democratic functions and public council meetings can continue legislation has been changed to permit the conducting of meetings online, using software applications, or 'apps', designed for this purpose. The module looks at the revised provisions, the technology available and how to engage the public effectively

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

Supporting Mentally Healthier Communities.

Our mental health and wellbeing has never been more important to us as individuals. In times of stress and challenge it becomes ever more important for councillors to be able to act as community champions and demonstrate effective leadership. This module looks at how you can improve your own mental wellbeing and that of your communities.

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

Be a Councillor

Do you have elections coming up in 2021 or 2022? Are you thinking of running a campaign or prospective councillor event? Our website has a toolkit and resources to help councils promote the role of councillor to new talented people, who want to make a difference in their community: www.beacouncillor.co.uk/resources. Please contact us at beacouncillor@local.gov.uk for further information and more tailored support.

Email: beacouncillor@local.gov.uk Twitter: @beacouncillor
Website: www.beacouncillor.co.uk

21st Century Councils Toolkit

For international women's day we launched a new toolkit called "21st century councils". It is a self-assessment tool helps councils to consider whether their underlying policies, procedures and environment encourage women, parents and carers to become local councillors. It can be used either to help empower more women, parents or carers to stand for election as well as helping to create and sustain a culture where women (and parents and carers) can continue to serve and re-stand in elections and reach leadership positions. The tool has several steps, including self-assessment questions and tips to help you plan actions & next steps. If your council uses it, please let us know. For further information please <https://www.local.gov.uk/twenty-first-century-councils>

Handling Intimidation

We have also provided support for all councils, councillors and officers through our handling intimidation guide and we continue to work with the Government and other agencies to address the issue of public intimidation and its impact on local democracy.

The LGA's [guide to handling intimidation](#) covers topics such as how to handle abuse, both face-to-face, letters or online, and the legal and practical remedies, including the nature of the criminal offences involved. We also have an e-learning module entitled 'Handling Intimidation' on our e-learning hub which can be access on our website via <https://lga.melearning.university/course/view/1?gc=WMA7LFIA1FZCUC1QCVSK>

LGA Leadership Development Network

Private online forum for councillors

The LGA's Leadership Team has launched an online forum for councillors - a safe space to talk amongst peers as you would usually but in this new virtual world.

All councillors across England and Wales are eligible to join the group where you can discuss anything you like such as specific service areas, leadership and personal development, or community tools and techniques. Members can seek and share ideas and good practice, network and support each other during Covid-19 and beyond.

The online community is accessed on the Knowledge Hub (KHub) the UK's largest digital platform for public service collaboration by signing up with your council email address at <https://www.khub.net/group/lga-leadership-development-network> to register and then click join. We will verify that each request has come from an elected member and approve your join request as soon as possible.

The forum aims to build the same open, supportive and networking culture created on the LGA's political leadership programmes. As a private group that only councillors can join, the forum offers a secure platform to build a trusted network. A library with a number of useful guides, resources and workbooks which we will be building up over the next few months and will continued to be updated

The KHub group follows the same ground rules as established by fellow councillors on the LGA's political leadership programmes to help ensure a safe, supportive and engaging environment for all members. The group is facilitated by LGA leadership team officers who are on hand to help tailor the group to meet your needs and answer any questions.