



# Elected Member Development Strategy

## 2023-2024

# Statement of Intent

Tameside MBC recognises the crucial roles Elected Members play as an important driving force in the success of the Borough. Tameside works hard to ensure that Elected Member Development is a priority and that Elected Members are given the opportunities they need to develop their skills, knowledge and experience creating a culture of continual learning and improvement.

As the Executive Leader, Deputy Executive Leader and the Chief Executive we are committed to ensuring that the Council provides the best opportunities for our Elected Members to enable them to fulfil the expectations of the electorate. We believe that this strategy will assist Elected Members in providing strong leadership for improving the services and outcomes to our communities.




**Gerald Cooney**  
Executive Leader



**Sandra Stewart**  
Chief Executive



**Bill Fairfoull**  
Deputy Executive Leader



Tameside Council supports and encourages the development of its Elected Members, seeing them as a driving force for improvement in service development and commissioning. Elected Members are integral to the delivering our future vision and priorities.

The Corporate Plan sets out a challenging programme of improvement and details the response to the current financial and economic challenges, which will affect and determine the shape of future Council services and the political direction for these priority areas.

The aim of the strategy is to ensure that Elected Members, whether newly elected or established have updated and comprehensive skills to deal with the challenges and opportunities ahead. The strategy will ensure our political leaders are sighted on key emerging priorities for our locality and across GM and that they are fully skilled, knowledgeable and up to date to be able to lead and support our communities to become more resilient and self-sufficient. The strategy will provide a clear framework for assessing, delivering and evaluating learning and development interventions.

The Local Government Association formulated a Political Skills toolkit as a framework to develop local leadership that will continue to be utilised to support Elected Member Development. There are six core competencies; Local Leadership, Partnership Working, Communications Skills, Political Understanding, Scrutiny and Challenge and Regulating and Monitoring. The toolkit will be used in conjunction with latest research e.g. '21st Century Councillor', to ensure that the skills continue to reflect the requirements of the changing role of an Elected Member. The six core competencies are set out as follows:

**Local Leadership** – refers to the need for Councillors to engage with members of their community in order to learn about issues of local concern and to facilitate a vision for the locality. It encourages trust and respect between individuals and groups by mediating fairly and constructively between different organisations and sections of the community.

**Partnership Working** – focuses on the Councillors role of building good relationships with others; colleagues, officers, community groups and other organisations by working collaboratively to achieve shared goals. It recognises the need for Councillors to recognise and value different contributions, delegate or provide support as required, and to take a long term view in developing partnerships.

**Communication Skills** – recognises the need for Councillors to demonstrate excellent communication skills across many different settings, including the ability to listen sensitively and use appropriate language with different groups. Councillors must also communicate regularly and effectively with all parts of the community using different forms of media.

**Political Understanding** – recognises the need for Councillors to develop a range of political skills in order to communicate their values, promote a political vision and encourage democratic processes and public engagement. Councillors need to work across boundaries whilst maintaining their political integrity.

**Scrutiny and Challenge** – is an important aspect of their day to day role. Councillors need to act as a critical friend by identifying opportunities for scrutiny inside and outside the Council, by providing feedback and political challenge. To be effective in this role, Councillors need to analyse information quickly and present arguments that are concise meaningful and easily understood.

**Regulating and Monitoring** – this relates to the more judicial aspect of a Councillor's role and requires them to understand their legal responsibilities and follow protocol when evaluating arguments and making decisions. Not only do Councillors need to balance public needs and local policy, they must also monitor progress and seek feedback on their own learning needs.

# Elected Member Development Delivery Programme

## Training Needs Analysis

Elected Member Development interventions will be assessed and delivered in line with the Council's strategic priorities, whilst also providing additional support where needed for portfolio holders. The robust delivery plan will incorporate mandatory training, essential evening briefing sessions along with personal and professional development needs for each Elected Member. The delivery plan will have flexibility within it to incorporate any emerging priorities and learning and development needs.

Training needs will continue to be assessed through various methods; one to ones, group sessions – including focus groups and workshops, collating feedback, and the Skills Audit Questionnaire.

## Continual Professional Development

All Elected Members are expected to undertake continual professional development (CPD). To support this, there is mandatory training, essential evening briefing sessions and a requirement for a minimum of 24 hours of tailored personal development for each Elected Member.



## Newly Elected Members Induction

This is designed by Democratic Services, and the programme typically contains the following elements: Mobile Telephone and IT Provision, Meet the Executive Team, Introduction to Policy and Communications, The Council Constitution, Introduction to Scrutiny, Introduction to Local Government Finance, Introduction to Environmental Services, Introduction to Stronger Communities, Introduction to Planning, Running Effective Surgeries and access to the Member Support Group. Members are given an information pack when they start on the programme containing the necessary fact sheets.

Elected Members are also enrolled onto the Members Portal that sits on the Council's ICT system. This portal is available to them from any computer so they can log on from anywhere. The portal contains the following information for Members to keep updated: Elector Search, CRM Messages for their ward, Complaints, Planning Applications, Forward plan, Ward Profile, Street Scene Request, Bulletin Board, User Guide, Licensing, Road works, Councillor Profile and Press Releases.

## Member Development Essential Evening Briefing Sessions

These will be designed and delivered around key themes and priorities for the Council and will be delivered on a monthly basis. Some of these sessions in particular will be identified to Elected Members as being mandatory dependent on the topic area.

## Internal Training

The internal training provision for Elected Members will be coordinated through the Workforce Development Team and will include the offer of;

- Personal Resilience for Elected Members
- Having Challenging Conversations
- Community Leadership Skills – using Emotional Intelligence and Engaging Leadership
- Confident Public Speaking
- Creativity and Innovation and how it can be used with Communities
- Influencing Skills
- Personal Safety out in the Community
- Time Management and strategies to make your time go further
- Coaching – having a quality conversation
- Chairing Skills
- Simple and Effective ways to Consult with and Engage your Communities

## External Training

External training provision will be provided through the best use of resources with organisations such as North West Employers, Local Government Association and Local Government Information Unit.

There are also free sessions run by North West Employers for both newly elected and existing members that are free of charge to attend. Membership to North West Employers also allows Elected Members to access and attend networking events across the region.

## Mandatory Training

All Elected Members will be required to undertake mandatory training relevant to their role. This will include Conflicts of Interest, GDPR, Personal Safety, Corporate Parenting and Safeguarding, Information Governance, Equalities, Safe use of Social Media, Prevent and Finance Framework and Management. Other mandatory training will be dependent on role and responsibilities and will include Scrutiny, Planning, Chairing Skills, Public Speaking, and Licensing.

## E-Learning

A refreshed e-learning offer to support the majority of mandatory training requirements, plus additional CPD.

# Monitoring, Evaluation & Review

Training and development will be reviewed in a number of systematic ways which will assist in evaluating the delivery plan and assist in designing future development needs. Training and development will be assessed and evaluated on an individual basis as well as at a Council and partnership level to ensure strategic development needs are being met. Additional evaluation and review will be provided on an ongoing basis.



**Councillor Betty Affleck**



**Councillor Shibley Alam**



**Councillor Nick Axford**



**Councillor Christine Emily Beardmore**



**Councillor Liam Billington**



**Councillor Helen Bowden**



**Councillor Joyce Bowerman**



**Councillor Laura Boyle**



**Councillor Warren Bray**



**Councillor Phil Chadwick**



**Councillor Vimal Choksi MBE**



**Councillor Andrea Colbourne**



**Councillor Gerald Cooney**



**Councillor Dan Costello**



**Councillor Doreen Dickinson**



**Councillor Jean Drennan**



**Councillor Bill Fairfoull**



**Councillor Leanne Feeley**



**Councillor Gary Ferguson**



**Councillor Jim Fitzpatrick**



**Councillor Mike Glover**



**Councillor Allison Gwynne**



**Councillor Ann Holland**



**Councillor Barrie Holland**



**Councillor Jack Homer**



**Councillor Stephen Homer**



**Councillor Dave Howarth**



**Councillor Jan Jackson**



**Councillor George Jones**



**Councillor Mohammed Shamsul Karim**



**Councillor Joe Kitchen**



**Councillor Jackie Lane**



**Councillor Charlotte Martin**



**Councillor Andrew McLaren**



**Councillor David McNally**



**Councillor David Mills**



**Councillor Jack Naylor**



**Councillor George Newton**



**Councillor Jacqueline North**



**Councillor Jacqueline Owen**



**Councillor Sangita Patel**



**Councillor Adrian Pearce**



**Councillor Susan Quinn**



**Councillor Claire Reid**



**Councillor Vincent Ricci**



**Councillor Peter Robinson**



**Councillor Hugh Roderick**



**Councillor Naila Sharif**



**Councillor Tafheen Sharif**



**Councillor Michael Smith**



**Councillor Teresa Smith**



**Councillor David Sweeton**



**Councillor John Taylor**



**Councillor David Tilbrook**



**Councillor Denise Ward**



**Councillor Brenda Warrington**



**Councillor Eleanor Wills**

