

LGA Highlighting Political Leadership Update – May 2021

Resources for Newly Elected Councillors

New Councillor Hub

The LGA has developed a New Councillor hub to provide newly elected members with all the essential information they need and complement the induction support councils have in place. It replaces our annual Councillors' Guide, and amongst other things, covers: the councillor's role; how local government is organised; the model code of conduct and standards; and decision making. It includes information on the offers and services offered by the LGA with links to the political groups at the LGA; regional teams; information on our support and development offers; and a host of other information essential for newly elected members. The Hub is a live and evolving resource which will be updated and provide information and links relevant to new members and can be accessed via <https://www.local.gov.uk/our-support/councillor-development/new-councillor-hub>. Do sign post newly elected councillors to the Hub as a means of accessing essential information and information on our offers.

***New* LGA National Events: Welcome to Newly Elected Councillors**

Following the elections in May the LGA are pleased to invite all newly elected councillors to attend one of the LGA's virtual national welcome events, hosted via zoom. This will be a great opportunity for new councillors to explore what their role means; learn about challenges facing councils; and meet colleagues from other councils. The session will cover a range of national and regional issues of interest, along with an opportunity to meet experienced councillors and hear more about the LGA's support for members.

The virtual events are free of charge and will run for 90 mins on the following dates:

Friday, 11th June (2-3.30pm),
Tuesday, 22nd June (10.00-11.00am)
Wednesday, 28th June (5:30-7.00pm)

Delegates can choose to attend any one of these sessions to suit their availability. The sessions will be hosted by the LGA and will complement council's own induction programmes. Following the elections an event link will be live for delegates to register via the [LGA's Events page](#).

New councillor e-learning platform

In response to the continued need to deliver many of our councillor development offers through virtual means, the LGA has now redesigned and updated our councillor e learning platform. We have recently updated and redesigned the platform to provide those undertaking the learning with a better user experience and to allow for better information on what modules are being undertaken by our councillors.

As a result of these changes, the link to access the platform has changed as of Monday 1 February 2021. The new link is <https://lga.kallidus-suite.com/external>.

However, as a result we have also had to make changes to how councillors access the platform itself. The new instructions for accessing the platform are as follows.

Existing councillors

Existing councillors who were registered on the previous platform will need to re-access the site by **Friday 30 April 2021**. Their registration from the previous platform will have carried over. But due to the need to bring registration requirements in line with current data protection law, when they log in to the new platform the details for doing so will have changed.

Their new username will be their **council** email. The default password is Welcome123! But they will need to change their password on first use to something they can remember.

Please note that if the site isn't accessed by Friday 30 April 2021 their registration will automatically lapse. And they would need to re-register with us.

Councillors wishing to register

Self-registration is now available on [the new e-learning platform](#). This will allow your councillors to register without needing to manually email the LGA to gain access. Designed to provide a more up to date learning experience, our new platform enables you to create a bespoke learning programme, choosing the modules most relevant to the needs councillors, from deepening knowledge of local government to the essential leadership skills needed to work effectively with communities. For more information, please visit the [website](#) or email: elarning@local.gov.uk Please note anyone wishing to register will need a '**council**'.**gov.uk** email address.

Officers registered on the previous platform

The previous platform had a number of officers registered to use the site. The majority of these were member development, democratic services or support officers who wanted to test out or look at the modules. Due to the need to streamline access these registrations have not been carried over. Especially as a large number of the officers registered, did so in 2018 mainly to take advantage of the GDPR module the LGA devised. It is also possible that some of those officers who were registered may no longer need to be so. If officers do wish to be reregistered then they need to email elarning@local.gov.uk and we can arrange this.

In March, the LGA concluded the **Councillor Introduction to Digital and Data Training** series. The sessions explored how councillors could harness technology and data to help deal with COVID-19 pressures and to support residents, businesses, and local communities through digital enablement. After each session, councillors received resource packs containing case studies, presentations, and Q&A notes. To access all resource packs, please use the following link: <https://www.local.gov.uk/councillor-introduction-digital-and-data-training-sessions-resource-packs>

New Civility in public life: Digital citizenship resources

Across the UK, there are growing concerns about the impact that an increase in misinformation and online abuse is having on democratic processes. In response, the LGA is working with the WLGA, COSLA and NILGA on a long-term project to improve civility in public life.

Our latest resources are [infographics outlining rules of engagement for social media, and top tips on how to tackle online abuse](#), for local authority candidates and councillors. We hope the resources will help councillors to set the tone of their contact with members of the public online and empower councillors to take appropriate action if communications break the rules of engagement.

The resources draw from the most recent available research and consultation with the sector and are the first in a series of resources which we intend to publish on the [LGA Civility in public life webpage](#) over the next few months.

LG Inform: a benchmarking data service for councils and fire and rescue services: This is another useful tool for members that is part of our sector-led improvement offer that they are able to obtain up-to-date published data about their local area and the performance of the council or fire and rescue service. It can help councillors to review and compare performance with other authorities using data that is updated quickly after publication at source. For more information <https://www.local.gov.uk/benchmarking-data-lg-inform>

New Equalities, Diversity and Inclusion Hub

The LGA has launched a new [Equalities, Diversity and Inclusion \(EDI\) hub](#), to support councils' ambitions relating to EDI and community cohesion as well as to help councils meet their obligations outlined in the Equality Act 2010. The hub brings together the range of tools and resources the LGA offers in this area, for example:

- **Equalities peer support**, including peer challenges and an equality framework for local government and fire and rescue services.
 - **Access to leadership programmes**, which offer learning and development opportunities for councillors and officers.
 - **Workforce support**, including advice relating to EDI in the workplace.
 - **Case studies**, providing examples of good practice from councils across the country.
 - **Community cohesion, inclusion and equality support**, which includes a number of resources on this subject area.
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LGA Remote Council Meeting Hub

The [LGA Remote Council Meeting hub](#) contains a wealth of information on remote meetings and continues to be updated with a vast amount of information and best practice. As the rules become relaxed and there is demand for hybrid meetings, there is a page on this particular topic here <https://www.local.gov.uk/our-support/guidance-and-resources/remote-council-meetings/hybrid-council-meetings>.

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>

***New* Mentally Healthier Conditions for Councillors and Communities**

A new two-part Leadership webinar discussing mentally healthier conditions for councillors (part 1) and communities (part 2). It is presented by Cllr Ed Davie, London Borough of Lambeth, who is a LGIU award winning Scrutiny chair and public health expert. The webinar provides advice, tools and case studies to improve mental health conditions for councillors and communities. Further guidance can be found through the councillor workbook on [supporting mentally healthier places](#) authored by Cllr Ed Davie and Dr Katherine Garzonis

Presentation Skills

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

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 May 2021 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 May LGA events are below:

Leading the homelessness sector: A councillor's guide

Tuesday, 11th May 2021, 10.00am – 12.30pm

Homelessness is one of the most significant issues facing local government today and this event sees the launch of a guide aimed at those councillors who want to offer leadership both inside the council and in the wider community. Tackling this challenge will involve building partnerships with other agencies, with voluntary organisations and learning from those with experience of homelessness themselves. Councillors who have provided that leadership strategically and at the front line will share their expertise and respond to questions from the audience while a different perspective will be offered by a speaker from a national homelessness charity.

Whether you are a cabinet member, a scrutiny committee member or a ward member with homelessness high on your local agenda this event will offer you insights and ideas.

Stakeholder engagement in an emergency: Lessons from low-traffic neighbourhoods

Wednesday, 19th May 2021, 10.30am – 12.00pm

Many local authorities implemented traffic restraint and/or active-travel schemes during the pandemic and for some, this led to bruising disputes with residents and other stakeholders who opposed the measures and criticised the planning and delivery process. Other authorities, meanwhile, encountered less resistance. This diversity of experience provides useful lessons for local government as we emerge from the pandemic and contemplate other pressing challenges, notably decarbonisation. Specifically, can a different approach to engaging stakeholders help to take the sting out of introducing disruptive change?

This webinar will present the findings of research into the actions of a range of authorities and the responses these provoked. It will show how different approaches to engaging stakeholders, especially residents, appears to have influenced the extent and nature of opposition experienced. It will address both the longer-term relationship between councils and their stakeholders and what councils do (or do not do) 'in the moment', offering practical recommendations concerning the management of disruptive change.

The role of local government in supporting a jobs and skills recovery

Thursday, 20th May 2021, 10.30am – 12.00pm

Throughout the COVID-19 pandemic and successive lockdowns, councils have been the trusted 'go-to' local organisations to coordinate employment, training, and business support around 'place' for residents and businesses.

As the vaccine is rolled out and the economy opens up, all areas will need to recover and renew. Jobs and skills with a focus on people, place and businesses will be key. While much will depend on the economic and social conditions of an area, and the extent to which there is localised flexibility to national programmes, councils as democratic leaders of place, are uniquely placed to lead and coordinate jobs and skills efforts for their local areas.

To bring all this together, this jobs and skills recovery webinar will focus on findings from several projects designed to share learning across the sector on how councils have coordinated employment and training activity within their local area during the COVID-19 pandemic; and top tips for how councils can support a jobs and skills recovery for their place.

Place-based leadership for biodiversity

Friday, 28th May 2021, 10.30am – 12.00pm

As councils look to tackle their net zero targets, it is important to factor in the balance of emissions and the sequestration of carbon by nature. Therefore, a key component in council climate action plans is to help nature to do its job.

In the year when the UK hosts COP26, and nature-based solutions is one of five core themes, this webinar will explore several different aspects in this challenge including local engagement, use of data and delivery of natural initiatives. It will also show councils how they can utilise place-based leadership to enhance their natural spaces and make way for biodiversity. Many councils have now declared a climate emergency and addressing the biodiversity crisis simultaneously will help this cause.

Annual conference 2021

Bookings are open for the virtual [LGA Annual Conference 2021](#) taking place on Tuesday 6 - Thursday 8 July. The conference will be an opportunity to hear from central and local government leaders discuss and debate a wide range of issues including economic recovery, climate emergency, devolution, equalities, funding, health, housing, planning and much more. The event will also feature sessions specifically tailored for chief executives - more details will be shared shortly. Places can be booked on the [annual conference website](#)

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

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>

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 3,100 elected members from almost every council in the country have graduated from the main Leadership Academy programme since it was launched 21 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
- "You will become registered [Members](#) with [The Institute of Leadership & Management](#) for 1-year, providing access to all their brilliant resources, including their award-winning platform [MyLeadership](#). You will receive a certificate of achievement* upon completion, along with a digital credential and you can use letters after your name: MInstLM"
- 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. Fees are reduced for virtual programmes

Midweek Programme 199: Warwick Conference Centre, Coventry

Module 1: Wednesday, 14th July – Thursday, 15th July 2021

Module 2: Wednesday, 22nd September – Thursday, 23rd September 2021

Module 3: Thursday, 14th October – Friday, 15th October 2021

Weekend Programme 200: Warwick Conference Centre, Coventry

Module 1: Saturday, 18th September – Sunday, 19th September 2021

Module 2: Saturday, 9th October – Sunday, 10th October 2021

Module 3: Saturday, 6th November – Sunday, 7th November 2021

Midweek Programme 201: Warwick Conference Centre, Coventry

Module 1: Wednesday, 22nd September – Thursday, 23rd September 2021

Module 2: Wednesday, 20th October – Thursday, 21st October 2021

Module 3: Wednesday, 17th November – Thursday, 18th November 2021

Weekend Programme 202: Warwick Conference Centre, Coventry

Module 1: Saturday, 16th October – Sunday, 17th October 2021

Module 2: Saturday, 20th November – Sunday, 21st November 2021

Module 3: Saturday, 18th December – Sunday, 19th December 2021

Midweek Programme 203: VIRTUAL

Module 1: Thursday, 4th November – Friday, 5th November 2021

Module 2: Wednesday, 1st December – Tuesday, 2nd December 2021

Module 3: Thursday, 6th January – Friday, 7th January 2022

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.

Communication and Media Political Leadership Masterclass

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

Programme 22: Friday, 9th July 2021

Programme 23: Thursday, 9th September 2021

Programme 24: Friday, 26th November 2021

Fee: The cost of attending this programme is fully subsidised and will all be virtual.

Risk Management Political Leadership Masterclass

What is the role of elected members in the risk management process? Can't this be left to the Audit Committee? What should we do with the risk register that the officers report to us?

There is truth in the cliché that the greatest risk for councils in the current climate is to take no risk. Consequently, every council has had to develop strategies to transform the way they deliver services, whilst ensuring that the council's finances remain resilient. However, recent government and audit reports written where such strategies have run into difficulties have highlighted that elected members are not as engaged as they should be in ensuring that risk is effectively managed throughout the authority.

This seminar will enable participants to develop their understanding of how risk should be identified, assessed and managed throughout the council. Please bring a copy of your latest risk register with you to the seminar as there will be plenty of time for you to reflect upon the risk management process at your council.

Programme 6: Wednesday, 13th October 2021

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

Leadership Essentials

The Leadership Essentials programme is a series of themed leadership programmes 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 governance, control and audit has moved up the agenda in recent times. As councils grapple with a changing environment, financial resilience and service transformation, ensuring that the Audit Committee is functioning effectively has never been more important. Meanwhile, the pressures have grown on auditors and council staff to deliver more with less. Given all that is going on, there has never been a better time to reflect on the role of the Audit Committee. Aimed at Audit Committee chairs, this programme will discuss how Audit Committees can be most effective. Drawing on the insights of regulators and practitioners it will provide space for participants to reflect on the way their Committee functions and how it can gain maximum assurance that the council is managing its services and finances effectively.

Programme 5: Wednesday, 19th January – Thursday, 20th January 2022

Programme 6: Saturday, 19th February – Sunday, 20th February 2022

Both events will take place at Warwick Conferences, Coventry CV4 7SH

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

Leadership Essentials: Being an Effective Cabinet Member

This exciting 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.

Programme 9: Thursday, 15th July – Friday, 16th July 2021 - **Virtual**

Programme 10: Thursday 14th October – Friday, 15th October 2021

Warwick Conference, 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. The fee for the virtual programme is £99

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

Programme 32: Thursday, 23rd September – Friday, 24th September 2021
Warwick Conferences, Coventry CV4 7SH

Programme 33: Thursday, 21st October – Friday, 22nd October 2021
Warwick Conferences, Coventry CV4 7SH

Programme 34: Saturday, 20th November – Sunday, 21st November 2021 - **Virtual**

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

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 6: Thursday, 16th September – Friday, 17th September 2021

Programme 7: Thursday, 27th January – Friday, 28th January 2022

Fee: The cost of attending this programme is fully subsidised and will all be virtual.

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 14: Tuesday, 21st September – Wednesday, 22nd September 2021

Programme 15: Saturday, 15th January – Sunday, 16th January 2022

Both events will take place at 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 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 2022/23 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 20: Saturday, 18th September – Sunday, 19th September 2021

Programme 21: Thursday, 14th October 2021 – Friday, 15th October 2021

Programme 22: Saturday, 6th November – Sunday, 7th November 2021

All events will take place at 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, 15th January – Sunday, 16th January 2022
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: 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, 16th September – Friday, 17th September 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: Leading Healthier Places

In partnership with NHS Clinical Commissioners, we co-deliver leadership events for political and clinical leaders in care, health and wellbeing. This Leadership Essentials course will 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 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 22: Wednesday, 14th July – Thursday, 15th July 2021
Warwick Conferences, Coventry CV4 7SH

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

Leadership Essentials Planning Programmes for 2021/22

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.

We will announce new dates for 2021/22 planning soon, in the meantime do keep out on the Planning Advisory Services website which is constantly being updated with resources and webinars events.

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 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 12: Thursday, 30th September – Friday, 1st October 2021

Programme 13: Saturday, 22nd January – Sunday, 23rd January 2022

Both events will take place at 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.

Black, Asian and Minority Ethnic Councillors Weekender

The annual leadership Programme for Black, Asian and minority ethnic elected members continues to be one of the longest running and successful events in the LGA leadership calendar.

Established in 2004, the programme provides a unique learning and networking opportunity for elected members from Black, Asian and minority ethnic backgrounds who are committed to developing their leadership effectiveness and in many cases, their careers. Helping councillors in their existing roles and providing a bridge to more senior leadership positions are key aims of all the leadership programmes and the LGA recognises that a core part of this has to be ensuring a better representation of Black, Asian and minority ethnic councillors at senior and influential levels nationally.

The next event is scheduled for 9th - 10th October 2021. This will be a leadership masterclass that will incorporate 'leading-edge' learning interventions and debates facilitated by excellent facilitators with significant experience in the leadership field. There will be conceptual and practical explorations of the notion of 'leadership' across a range of fronts - but with a particular focus on preparing participants for leading roles in communities and councils. All of this will be contextualised by exploring the opportunities and challenges that will confront elected members, and in particular those of Black, Asian and minority ethnic heritage in our increasingly complex and fast-changing environment.

Date: Saturday, 9th October - Sunday, 10th October 2021
Starting at 12.00 midday – finishing with lunch at 1.00pm
Warwick Conferences, Coventry CV4, 7SH

Fee: The cost for attending this two-day residential event is only £150.

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 twelve 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, 13th November - Sunday, 14th November 2021
Warwick Conferences, Coventry CV4 7SH

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.

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

The councillor e-learning modules available to download from the new 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 and the Public Sector Equality Duty 2011. 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 community leadership context. In its consideration of the legislation it considers how councillors can act as effective community leaders to ensure social and societal inclusivity in their elected member role. 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.

New Update The LGA e-learning module on Equality, Diversity and Unconscious Bias has been revised and updated (April 2021). In addition to the content around the legislation and the issues of diversity and unconscious bias, the module has been updated to look more closely at the wider concepts of social and societal inclusion. And the implications of the Public Sector Equality Duty for councillors as community leaders and advocates.

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.

Local Government Finance

As a councillor you have responsibility for making decisions on behalf of your local residents about how policies should be implemented and the best way to deliver vital services efficiently and effectively. Underlying all this are financial considerations, such as what budget is available, how and when things are paid for and how to raise what additional funding may be required. This module provides you with an

understanding of local government finance rules and processes to help you make better and informed financial decisions in your elected role.

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>