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JOINT HUMAN RESOURCES COMMITTEE (HBC) AGENDA

Membership:	Councillor Carter (Chairman) Councillor Mrs Blackett (Vice-Chairman)	
Councillors (EHDC)	Noble, Onslow, Saunders and Thomas	Councillors (HBC) Buckley, Hart, Patrick, Satchwell and Shimbart

Meeting: Joint Human Resources Committee
Date: Wednesday 21 October 2015
Time: 4.00 pm
Venue: Hollybank Room, Public Service Plaza, Civic Centre Road,
Havant, Hants PO9 2AX

The business to be transacted is set out below:

Jo Barden-Hernandez
Solicitor to the Council

13 October 2015

Contact Officer: Mark Gregory (HBC)/James Harris (EHDC) 023 92446232/01730 234098
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PART 1 (Items open for public attendance)

- 1 Apologies for Absence**
To receive apologies for absence.
- 2 Chairman's Announcements**
- 3 Minutes**

To confirm the minutes of the meeting held on 3 June 2015.

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GENERAL INFORMATION

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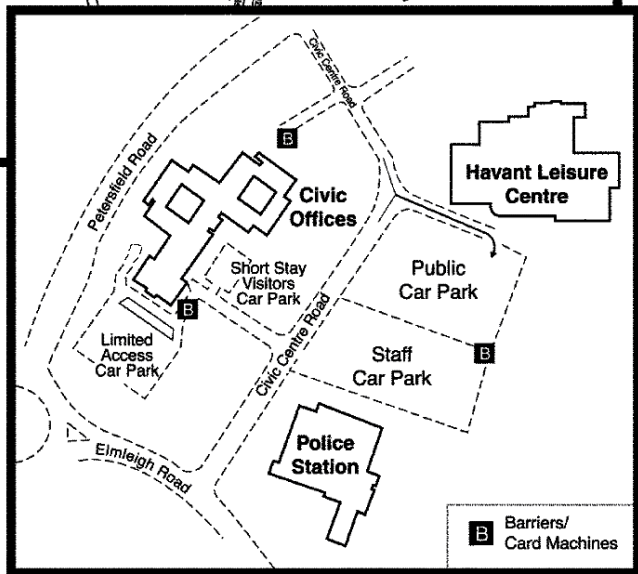
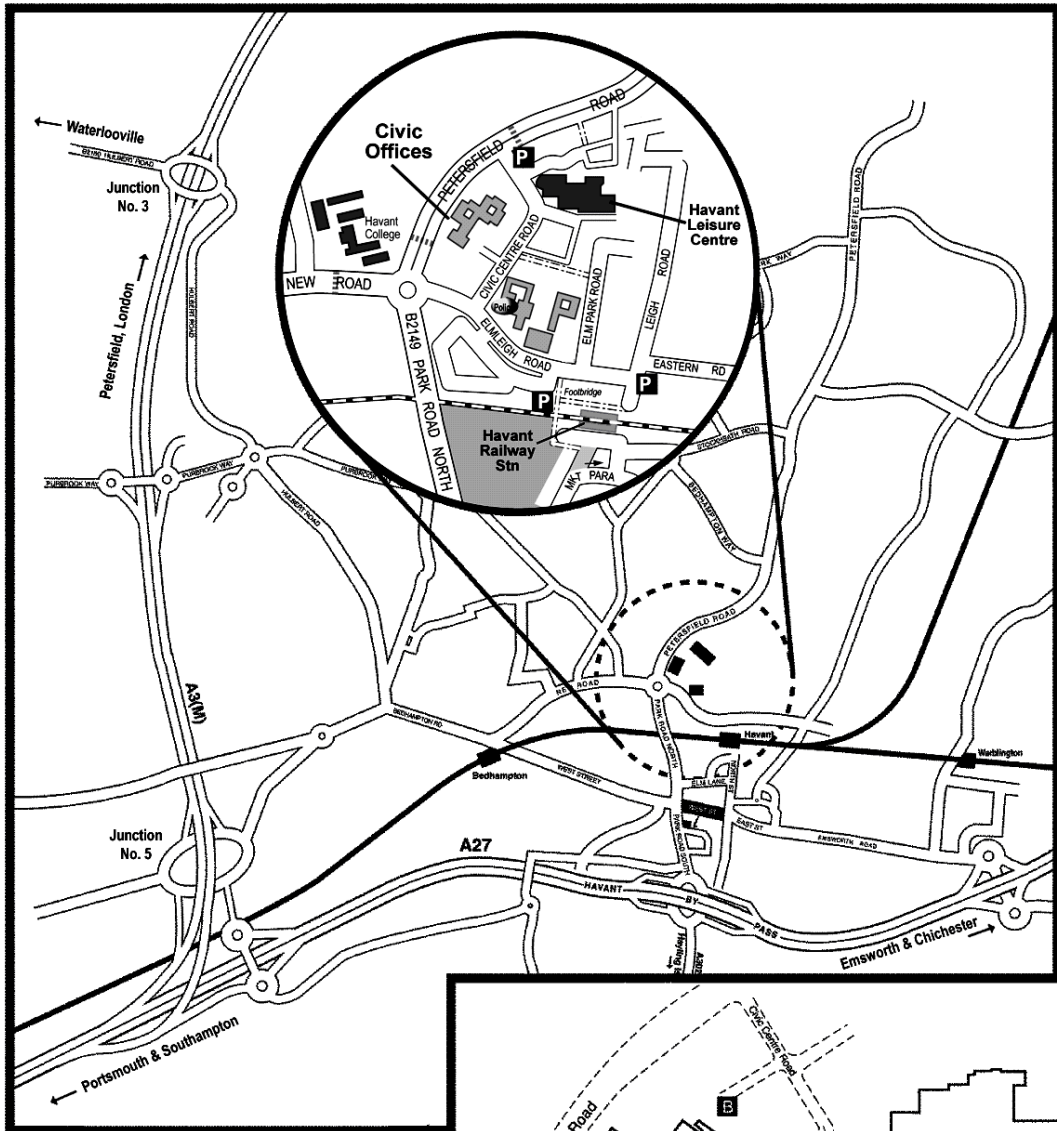
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EAST HAMPSHIRE DISTRICT COUNCIL & HAVANT BOROUGH COUNCIL

Joint HR Committee

21st October 2015

Councillor Development Strategy
Caroline Tickner, Service Manager (HR)

FOR INFORMATION

**Portfolio: Governance & Logistics: Councillor Wilson (HBC) &
Deputy Leader and Property and Contracts Councillor Millard (EHDC)**

1.0 Purpose of Report

- 1.1 Councillor development is seen as important to help elected Councillors fulfil their roles and contribute to the delivery of the Council's strategic priorities, objectives and aims.
- 1.2 This report provides Joint HR Committee with detail of a Councillor Development Strategy which has been drafted to set out the Council's position on Councillor Development. This strategy aims to provide a clear framework for Councillor development based on individual and organisational needs.

2.0 Recommendation

RECOMMENDED

- 2.1 That the members of Joint HR Committee are asked to:
 - a) note the content of the report and the attached Councillor Development Strategy for use across both Councils.

3.0 Summary

- 3.1 There have been many changes to local government over the past few years and these changes are set to continue. The Council recognises that it will be judged on how it responds to these changes and how effectively it delivers its services.
- 3.2 Against this background, the Council has identified Councillor development and training as a key priority to enable Councillors to maximise their ability and capacity in a modern political structure.
- 3.3 The draft strategy attached at Appendix A (EHDC) and Appendix B (HBC) of this report outline the strategic approach the Council will take to training and

development. This strategy is a key element of the Council's support arrangements for Councillors.

4.0 Subject of Report

- 4.1 Training and development applies to all Councillors, even those that have been a Councillor for a considerable period of time. Continuous development is key as all Councillors have a duty to the Council and to their electorate to learn new skills in line with the ongoing changes in local government.
- 4.2 This Strategy aims to ensure all Councillors have the necessary skills to conduct their roles effectively detailing how development needs will be identified and the type of training available to Councillors.
- 4.3 In addition the strategy also details the role descriptions for a variety of Councillor roles. These role descriptions clearly set out the Council's expectations of Councillors undertaking these roles. In addition to this, the role descriptions also reinforce the requirement for Councillors to undertake appropriate training and professional development appropriate to the role.
- 4.4 Implementation of a Councillor Development strategy will confirm the Council's commitment to Councillor development. HR are also in the process of developing an interactive web brochure which will be available on the 'modern gov' website from early next year. This will enable all Councillors to access the various documents to support development in an easy to find way.

5.0 Implications

5.1 Resources:

There are no resource implications for JHR Committee members. The cost of the training plans will be met from existing budgets.

5.2 Legal:

There are no legal implications associated with the implementation of this strategy.

5.3 Strategy:

The implementation of a Councillor Development Strategy aims to ensure that Councillors fulfil their roles and contribute to the delivery of the Council's strategic priorities.

5.4 Risks: (Environmental, Health & Safety and Customer Access Impact Assessment)

None to report

5.5 Communications:

There will need to be clear communications with all Councillors on the strategy to reinforce the Council's commitment to Councillor development.

5.6 For the Community:

None to report.

5.7 There is no requirement for an IIA to be completed.

6.0 Consultation

There is no requirement to consult with UNISON on the attached strategy.

Appendices:

Appendix A: EHDC Councillor Development Strategy

Appendix B: HBC Councillor Development Strategy

Background Papers:

n/a

Agreed and signed off by:

Legal Services: (5.10.15)

Executive Head of Governance & Logistics: (2.10.15)

Relevant Executive Head: (2.10.15)

Contact Officer: Caroline Tickner
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East Hampshire District Council

councillor development strategy

**East
Hampshire**
DISTRICT COUNCIL

*Improving
People's Lives*

East Hampshire District Council

1. Councillor Development Strategy

- 1.1 Councillor development is seen as important to help elected Councillors fulfil their roles and contribute to the delivery of the Council's strategic priorities, objectives and aims. This strategy ensures that a long term view is taken of Councillor Development that also affords flexibility to reflect changing priorities.
- 1.2 This strategy recognises that Councillors are not employees of the Council and strives to help them seek a balance between their demanding roles inside and outside of the Council.

2. Vision

- 2.1 The vision is for all elected Councillors to have the necessary skills and knowledge to perform effectively in their current or future roles within the Council.
- 2.2 To help achieve this vision, the following values will apply:
 - Development opportunities will be available to all elected Councillors irrespective of political allegiance.
 - Development activities will be based upon agreed training needs as identified through the Councillor needs analysis process.
 - Councillor development will be delivered through methods which ensure equality of access and taking into account different learning styles.
 - The Council will recognise that Councillors may have transferable skills which can be utilised in the Council to help them perform their Council role.

3. Aims

- 3.1 The Councillor development strategy aims to:
 - Create a clear framework for Councillor development based upon individual and organisational needs.
 - Ensure all Councillors have the necessary skills at the required level to conduct their roles effectively.
 - Ensure Councillors have the skills and knowledge needed to oversee the delivery of high quality public services through their community leadership roles.
 - Ensure Councillors feel confident to undertake their roles.
 - Ensure Councillors are fully aware of their responsibilities and accountabilities to deliver good governance.

- Support the continued development of Councillors to prepare them for roles they may fill in the future.
- Attract and retain high calibre Councillors.
- Provide all Councillors with the opportunity for development.

4. Identifying Councillor Development Needs

4.1 Each year a Councillor Development Programme will be created which will be tailored to the priority skills and knowledge areas that are identified from the following avenues:

- a) **Councillor Needs Analysis** – Councillor participation to identify development needs will be key. Councillors will be expected to complete a Councillor Needs Analysis form which will provide Councillors with an opportunity to identify their specific training needs.

In addition to this, an opportunity will be made available for Councillors to meet on a one to one basis with the Leader/Deputy Leader or a Cabinet Member to discuss their personal development. This will also provide each Councillor with an opportunity to discuss their future aspirations in order for development activity to be put in place which will support this.

Councillors will be expected to take responsibility for their own personal development and maintain appropriate knowledge/skill levels to ensure that they are able to conduct their roles effectively.

- b) **Review of Corporate Strategy** – The Council will monitor its objectives, performance and external environment to identify factors that may give rise to changing development needs. Such factors may include changes to corporate priorities, changes in legislation, developments in local government services, changes in local government structures/funding or developments affecting other public sector bodies or organisations. A review of these factors may result in priority training needs being identified for the year.
- c) **Review of the role of Councillors** – The Council will review the role descriptions for elected Councillors as outlined at Appendix A. The Councillor Development Programme will take account of the content of the role descriptions to ensure that training is delivered which provides Councillors with the skills and knowledge needed to fulfil the specific roles identified. Each newly elected Councillor will be invited to participate in an induction programme relevant to their role.
- d) **Specialist Role Needs** – Many Councillors will have additional roles which they fulfil or are likely to fulfil in the future. These roles often require specialist or more focused training.

These roles include:

- Leader/Deputy Leader of the Council
- Chairman or Vice-Chairman of Committees or Sub-Committees

- Cabinet Member
- Committee Member for Regulatory committees e.g. Licensing, Planning
- Overview and Scrutiny
- Audit

Training needs for these roles will be identified from the specific role descriptions. Councillors fulfilling specialist roles will be required to attend training relevant to the role in order to be able to fulfil the role.

5. How Councillor Development Needs will be met

5.1 Development needs will be met from a range of options in order to support the diverse development needs and learning styles of elected Councillors.

5.2 In some cases, the Council will be able to deliver in-house courses using officers. Where necessary, the Council will source external providers for those development needs which require more specialist support/expertise.

5.3 Delivery methods may include:

- Training courses
- Seminars
- External conferences
- Councillor briefings
- E-learning packages
- Distance learning packages
- Visits to other councils or relevant partners
- Shadowing opportunities
- Mentoring opportunities

5.4 Councillors will be encouraged to be involved with the development of fellow Councillors where appropriate by leading workshops, disseminating expert knowledge, offering mentoring and by generally encouraging the take up of Councillor development opportunities. The delivery of these activities will be classed as contributing towards a Councillor's own continued professional development.

5.5 In addition, each political group will appoint Councillor Mentors so that more experienced Councillors can provide advice and support to less experienced colleagues.

6. Resources

6.1 Each year budget and resources that need to be devoted to Elected Councillor development will be determined by the appropriate Service Manager for Democratic Services as part of the budget setting processes.

6.2 These resources will be monitored by the Democratic Services Team Leader to ensure that best value is being achieved.

6.3 The budget for Councillor Development is currently set at £4,500 per year. Democratic Services will seek ways to use the budget in the best way to meet the training needs of Councillors. For example, this could include opportunities for

cross authority or partner training on a countywide, regional or national level, looking for training support from national/regional course providers such as the LGA or South East Employers or seeking relevant opportunities for Councillors to attend seminars/conferences hosted by partners.

7. Ongoing commitment

7.1 The Council will be committed to ensuring that Councillor Development activity is maintained which adheres to the principles of the Charter for Elected Councillor Development.

These principles are:

- Being fully committed to developing Elected Councillors in order to achieve the council's aims and objectives.
- Adopting a Councillor led strategic approach to Elected Councillor development.
- Ensuring that learning and development is effective in building capacity.
- Addressing wider development matters to support councillors

8. Review

8.1 The Councillor Development Strategy will be reviewed every two years by Democratic Services or sooner at the request of the Leader.

APPENDIX A

COUNCILLOR ROLE DESCRIPTIONS

Background

Councillors have a leading role to play in achieving the Council's corporate aims and objectives. This Council is committed to ensuring that all Councillors have the necessary skills and knowledge to enable them to effectively carry out their community leadership roles.

This suite of Elected Councillor Role Descriptions outline the purpose, duties and responsibilities for key Councillor roles within the Council, as well as a range of qualities and skills. They are designed to be used as a guide and are not to be considered as prescriptive or exclusive.

The Role Descriptions can assist with the identification of specific or on-going learning and development needs for Elected Councillors. They can also be utilised within documentation for the recruitment of potential Councillors.

The following roles are included:

- Elected Councillor (Generic for all 44 Councillors)
- Leader/Deputy Leader
- Cabinet Member
- Chair of the Council
- Chair of Audit & Governance Committee
- Chair of Overview and Scrutiny Committee
- Chair of a Regulatory Committee (e.g. Planning, Licensing)
- Member of Governance & Audit Committee
- Member of Overview and Scrutiny Committee
- Member of Regulatory Committee
- Leader/ Deputy Leader of the Opposition.

ELECTED COUNCILLOR ROLE DESCRIPTION

Role Purpose

As an Elected Councillor you are an advocate for the Council and communities you serve. You are expected to represent Ward interests, individual constituents and local organisations, undertaking casework on their behalf and serving all fairly and equally.

You will communicate effectively to the Community on Council strategies, policies, services and procedures so they are fully understood, liaising with Cabinet Members, other Councillors, Council Officers and partner organisations to ensure that the needs of the local community are identified, understood and supported.

You will be expected to participate constructively in the good governance of the Council through the formation and scrutiny of the Council's policies, plans, strategies, budget and service delivery.

You will be accountable to the electorate of your ward, the wider public and to the Political Group and Group Leader.

Duties & Responsibilities

To be committed to the Council's mission to improve people's lives by providing excellent public services that represent good value for money and meet our communities' needs.

In addition, Councillors will adhere to the seven principles of public life, as identified by the Committee on Standards in Public Life chaired by Lord Nolan and included within the East Hampshire Member Code of Conduct as follows:

Selflessness	Integrity	Objectivity
Accountability	Openness	Honesty
Leadership		

Skills and Knowledge

- Good advocacy skills
- IT skills
- Interpersonal skills
- Public speaking skills
- Presentation skills
- Influencing skills
- Good communication skills
- Community Leadership Skills
- Integrity and ability to set aside own views and act impartially
- The ability to present relevant and well-reasoned arguments
- Knowledge and understanding of meeting procedures, the law, rules and conventions regarding the democratic process and of the Council's Constitution
- To undertake appropriate training and professional development provided by the Council and external bodies

LEADER AND DEPUTY LEADER ROLE DESCRIPTION

Role Purpose

As the Leader/Deputy Leader you are the leading political figurehead(s) for the Council as a whole and the principal political spokesperson(s) for the Administration.

You will provide strong, clear political leadership in the co-ordination of Council policies, strategies and service delivery.

You will also provide visible leadership in relation to the Council and its citizens, stakeholders and partners in the overall delivery of Council policies, strategies and service delivery.

You will be accountable to the Cabinet (through collective responsibility) and to Full Council.

Duties and Responsibilities

Your duties and responsibilities will be as follows:

- To appoint the Cabinet (Leader)
- To designate the Deputy Leader (Leader)
- To designate appropriate Cabinet portfolios
- To appoint Cabinet Members to specific portfolios having regard to their abilities, expertise and past work / life experiences
- To chair meetings of the Cabinet in line with Council procedures and the Constitution
- To work closely with other Cabinet members to ensure the development of effective Council policies, the budgetary framework and delivery of high quality services to local people
- To represent the Council in the community and in discussions with regional, national and international organisations and others to pursue matters of interest to the Council and its communities
- To liaise regularly with the Chief Executive – giving and receiving advice on the management of the Council and delivery of Council services
- To challenge the status quo, thinking creatively and taking advantage of opportunities, and to help create an organisational culture which can enable this approach
- To develop and maintain effective relationships with Officers, other Councillors, partners and other public sector bodies, local businesses and voluntary and community groups and the general public in the area.
- The Deputy Leader will assist the Leader of the Council in discharging the above duties and in the absence of the Leader, the Deputy Leader will assume responsibility.
- To undertake appropriate training and professional development provided by the Council and external bodies

These duties and responsibilities are in addition to those detailed in the role description for an Elected Councillor.

CABINET MEMBER ROLE DESCRIPTION

Role Purpose

As a Cabinet Member you are responsible for developing and implementing Council policies, strategies and service delivery within allocated Cabinet portfolios.

You will give leadership and political direction to officers and be accountable for choices and performance of relevant portfolio.

You will also be expected to act as a spokesperson both within and outside the authority on matters covered by their portfolio.

You will be accountable to the Leader, to the Cabinet (through collective responsibility) and to Full Council.

Duties & Responsibilities

Your duties and responsibilities will be as follows:

- To take responsibility for a specific Cabinet portfolio and share in undertaking executive responsibility for developing and progressing overall strategy, budget, policies and priorities.
- To give direction on, and ensure the development of the vision for, those services within their portfolio so that they are consistent with the overall strategic approach of the Council.
- To work as a team with other Cabinet Members and to recognise and contribute towards issues which cut across portfolios or are issues of collective responsibility.
- To liaise with the Chief Executive and Heads of Service to ensure the effective management of the delivery of those services within the portfolio throughout the district.
- To speak on behalf of the Council in relation to portfolio responsibilities including representing the portfolio at Full Council, representing the Council to the media and on relevant external bodies, and to develop and maintain effective working relationships with the public, local businesses, the media, and voluntary and community groups in the area.
- To encourage public participation and consultation and to ensure effective communication of Council policies and strategies to all Councillors, employees, residents, partner organisations and other stakeholders to ensure they are widely understood and positively promoted.
- To participate in Committee meetings of the Council e.g. Overview & Scrutiny Committee and other Committees where requested to do so.
- To have a thorough knowledge of the Constitution and the decision-making processes within the Council.
- To be called to account for decisions made on behalf of the Cabinet or as an individual Cabinet Member.
- To undertake appropriate training and professional development provided by the Council and external bodies

These duties and responsibilities are in addition to those detailed in the role description for an Elected Councillor.

CHAIR OF COUNCIL ROLE DESCRIPTION

Role Purpose

As Chairman of the Council you will act as the symbol of the Council's Democratic Authority. This means you will be non-political and uphold the democratic values of the Council.

You will be accountable to the public and to Full Council.

Duties and Responsibilities

- To preside over meetings of the Council so that its business can be carried out efficiently.
- To ensure the Council conducts its meetings in line with the Council's Standing Orders
- To ensure the Constitution is adhered to and, if necessary, to rule on the interpretation of the Constitution
- To promote and support good governance of the Council and its affairs
- To provide community leadership and promote active citizenship
- To promote and support open and transparent government
- To support, and adhere to respectful, appropriate and effective relationships with employees of the Council
- To adhere to the East Hampshire Member Code of Conduct, Councillor / Officer Protocol and the highest standards of behaviour in public office.
- To prepare and manage an annual work programme for the Council to meet its legal obligations (e.g. setting the budget and the Council Tax and making appointments).
- To undertake appropriate training and professional development provided by the Council and external bodies

The Vice-Chair will assume responsibility for the above duties in the absence of the Chairman.

These duties and responsibilities are in addition to those detailed in the role description for an Elected Councillor.

GOVERNANCE & AUDIT COMMITTEE - CHAIR ROLE DESCRIPTION

Role Purpose

As chair of the Governance and Audit Committee you will be expected to promote and support good governance by the Council.

You will demonstrate independence, integrity and impartiality in decision-making which accord with legal, financial, constitutional and policy requirements.

You will also be expected to ensure thoroughness and objectivity in the Committee, receiving and responding to professional advice in the conduct of meetings and in the audit.

You will be accountable to the public, to Full Council and to External Auditors.

Duties and Responsibilities

- To provide confident and effective management of the Committee to facilitate inclusivity, participation and clear decision-making.
- To uphold and promote ethical governance and high standards in public office, particularly in relation to the East Hampshire Member Code of Conduct and other Protocols for supporting good Councillor / Officer relations.
- Review and scrutinise the authority's financial affairs and make reports and recommendations in relation to them.
- Review and assess the risk management, internal control and corporate governance arrangements of the authority and make reports and recommendations to the authority on the adequacy and effectiveness of these arrangements
- Oversee the authority's internal and external audit arrangements
- Review the financial statements prepared by the authority
- Develop effective working relationships with Internal and External Auditors
- Develop a forward work programme designed to deliver the requirements of an Audit & Governance Committee and to meet statutory requirements.
- Monitor progress against the work programme and of audit actions.
- Understand the respective roles of Councillors, Officers and external parties operating within the Audit & Governance Committee's areas of responsibility.
- Review and self-assess the performance of the Committee and its Councillors.
- To undertake appropriate training and professional development provided by the Council and external bodies

These duties and responsibilities are in addition to those detailed in the role description for an Elected Councillor.

OVERVIEW & SCRUTINY COMMITTEE - CHAIR ROLE DESCRIPTION

Role Purpose

As Chair of the Overview & Scrutiny Committee you will be expected to provide confident and effective management of the Overview & Scrutiny Committee and Scrutiny activities.

You will Chair Overview & Scrutiny Committee meetings and develop and maintain a good working knowledge of the practices, procedures and functions which fall within the Committee's terms of reference. You will also be expected to promote the role of Scrutiny both internally within the Council and externally with the Council's partners, other public sector bodies and community organisations.

You will be accountable to the public and to Full Council.

Duties and Responsibilities

- To develop a balanced work programme which includes Cabinet decision scrutiny and Council performance monitoring.
- To demonstrate an objective and evidence based approach to scrutiny
- To evaluate the impact and added value of scrutiny activity and identify areas for improvement
- To monitor progress against the work programme of the Council
- To liaise with officers, other Councillors, external partners and public sector bodies and community representatives to resource and deliver the work programme.
- To oversee the arrangements for consideration of any challenge to the validity of Cabinet decisions through the Call-in process
- To set agendas containing clear objectives and outcomes for meetings
- To manage the progress of business at meetings; ensuring that meeting objectives are met and the East Hampshire Member Code of Conduct, rules of procedure and other Constitutional requirements are adhered to
- To ensure that all participants have an opportunity to make an appropriate contribution
- To build understanding and ownership of the Overview & Scrutiny function within the community
- To promote the involvement of external stakeholders such as service users, expert witnesses and partners in scrutiny activity if appropriate
- To undertake appropriate training and professional development provided by the Council and external bodies

These duties and responsibilities are in addition to those detailed in the role description for an Elected Councillor.

CHAIR OF REGULATORY COMMITTEE - ROLE DESCRIPTION (PLANNING)

Role Purpose

You will be expected to understand and appreciate the regulatory framework, law and policies relevant to the quasi judicial Committee.

You will demonstrate integrity and impartiality in decision making which accords with legal, constitutional and policy requirements.

You will be accountable to the public, to Full Council and to Councillors of the regulatory Committee.

Duties and Responsibilities

- To provide confident and effective management of meetings to facilitate inclusivity, participation and clear decision-making.
- To ensure consistency in the quality and effectiveness of decision making
- To ensure that applicants and other interested parties are satisfied as to the transparency of the regulatory process
- To promote the Role of the Regulatory Committee and Quasi-Judicial Decision Making
- To act as a representative for the regulatory Committee, facilitating understanding of the role.
- To act within technical, legal and procedural requirements to oversee the functions of the committee fairly and correctly.
- To ensure thoroughness and objectivity in the Committee, receiving and responding to professional advice in the conduct of meetings and in individual cases / applications before formal committee meetings
- To manage the progress of business at meetings; ensuring that meeting objectives are met and the East Hampshire Member Code of Conduct, standing, rules of procedure, legal requirements and other Constitutional requirements are adhered to.
- To ensure that all participants have an opportunity to make an appropriate contribution (where applicable)
- To conduct meetings in accordance with agreed procedures to ensure that applicants feel that they have been dealt with fairly and fully even if their application is refused.
- To develop the standing and integrity of the Committee and its decision-making
- To understand the respective roles of Councillors, Officers and external parties operating within the Committee's areas of responsibility
- To undertake appropriate training and professional development provided by the Council and external bodies

These duties and responsibilities are in addition to those detailed in the role description for an Elected Councillor.

CHAIR OF REGULATORY COMMITTEE - ROLE DESCRIPTION (LICENSING)

Role Purpose

You will be expected to understand and appreciate the regulatory framework, law and policies relevant to the quasi judicial Committee.

You will demonstrate integrity and impartiality in decision making which accords with legal, constitutional and policy requirements.

You will be accountable to the public, to Full Council and to Councillors of the regulatory Committee.

Duties and Responsibilities

- To provide confident and effective management of meetings to facilitate inclusivity, participation and clear decision-making.
- To ensure consistency in the quality and effectiveness of decision making
- To ensure that applicants and other interested parties are satisfied as to the transparency of the regulatory process
- To promote the Role of the Regulatory Committee and Quasi-Judicial Decision Making
- To act as a representative for the regulatory Committee, facilitating understanding of the role.
- To act within technical, legal and procedural requirements to oversee the functions of the committee fairly and correctly.
- To ensure thoroughness and objectivity in the Committee, receiving and responding to professional advice in the conduct of meetings and in individual cases / applications before formal committee meetings
- To manage the progress of business at meetings; ensuring that meeting objectives are met and the East Hampshire Member Code of Conduct, standing, rules of procedure, legal requirements and other Constitutional requirements are adhered to.
- To ensure that all participants have an opportunity to make an appropriate contribution (where applicable)
- To conduct meetings in accordance with agreed procedures to ensure that applicants feel that they have been dealt with fairly and fully even if their application is refused.
- To develop the standing and integrity of the Committee and its decision-making
- To understand the respective roles of Councillors, Officers and external parties operating within the Committee's areas of responsibility
- To undertake appropriate training and professional development provided by the Council and external bodies

These duties and responsibilities are in addition to those detailed in the role description for an Elected Councillor.

GOVERNANCE & AUDIT COMMITTEE - COUNCILLOR ROLE DESCRIPTION

Role Purpose

As a Member of the Governance and Audit Committee you will be expected to promote and support good governance by the Council.

You will be required to demonstrate independence, integrity and impartiality in decision-making which accord with legal, financial, constitutional and policy requirements.

You will review and assess the risk management, internal control and corporate governance arrangements of the authority and make reports and recommendations to the authority on the adequacy and effectiveness of these arrangements.

You will be accountable to the public, to Full Council, to the Chair of the Governance & Audit Committee and to External Auditors.

Duties and Responsibilities

- To review and scrutinise the authority's financial affairs and making reports and recommendations in relation to them.
- To oversee the authority's internal and external audit arrangements
- To review the financial statements prepared by the authority (if the Statement of Accounts is qualified it will be debated at a meeting of Full Council)
- To possess sufficient technical, legal and procedural knowledge to contribute fairly and correctly in undertaking the functions of the Committee
- To be thorough and objective in receiving and responding to professional advice in the conduct of meetings and issues before the Committee.
- To uphold and promote ethical governance and high standards in public office, particularly in relation to the East Hampshire Member Code of Conduct and other Protocols for supporting good Councillor / Officer relations.
- To participate effectively in meetings of the Governance & Audit Committee, questioning and seeking clarification on matters falling within the remit of the Committee.
- To make informed and balanced decisions, within the Committee's Terms of Reference, which accord with legal, financial, constitutional and policy requirements.
- To understand the financial risks associated with corporate governance, being satisfied that the authority's assurance statements, including the Annual Governance Statement, reflect the risk environment and any activities required to improve it.
- To develop the standing and integrity of the Committee and its decision-making
- To understand the respective roles of Councillors, Officers and external parties operating within the Governance & Audit Committee's areas of responsibility
- To undertake appropriate training and professional development provided by the Council and external bodies

These duties and responsibilities are in addition to those detailed in the role description for an Elected Councillor

OVERVIEW & SCRUTINY COMMITTEE - MEMBER ROLE DESCRIPTION

Role Purpose

As a Member of the Overview and Scrutiny Committee you will be expected to participate fully in the activities of the Overview & Scrutiny Committee, the development and delivery of its work programme and any associated Task & Finish Groups.

You will also be expected to scrutinise the decision-making of the Cabinet against the Budget and Policy Framework laid down by the Council and against performance targets and budgets, evaluating the validity of Cabinet decisions and challenge policies / decisions on a sound basis of evidence through the Call-in process where appropriate.#

You will be accountable to the public, to Full Council and to the Chair of the Overview & Scrutiny Committee.

Duties and Responsibilities

- To assist in the scrutiny of the management and policy implementation of the Council and of external organisations and to recommend changes and improvements
- To assist in the investigations referred to the Committee by the Cabinet, Council or Councillors
- To identify subjects for internal / external scrutiny review for addition to the work programme
- To assist in the scrutiny of Councillor Call for Action requests
- To participate effectively in meetings of the Overview & Scrutiny Committee, questioning and seeking clarification on matters before the Committee
- To make informed and balanced recommendations / decisions within the Committee's Terms of Reference, which accord with legal, financial, constitutional and policy requirements.
- To develop and maintain a good working knowledge of the practices, procedures and functions which fall within the Overview & Scrutiny Committee's terms of reference
- The ability, as a Member of the Overview & Scrutiny Committee to require Cabinet Councillors to attend and be questioned on matters relating to their roles and responsibilities
- The ability, as a Member of the Overview & Scrutiny Committee, to require the Chief Executive, Strategic Directors and Heads of Service to attend and be questioned on matters relating to their roles, functions and responsibilities
- The ability, as a Member of the Overview & Scrutiny Committee, to call expert witnesses and invite advisors from outside the Council, or a Councillor of the Council not serving on the Committee, to provide advice on matters under review or discussion.
- To add value to the decision-making and service provision of the authority through effective scrutiny.
- To promote the role of the Overview & Scrutiny Committee within and outside the Council, developing effective internal and external relationships
- To undertake appropriate training and professional development provided by the Council and external bodies

These duties and responsibilities are in addition to those detailed in the role description for an Elected Councillor.

MEMBER OF REGULATORY COMMITTEE - ROLE DESCRIPTION (PLANNING)

Role Purpose

As a Member of a regulatory committee, you will be expected to understand the nature of the Regulatory Committee and Quasi- Judicial Decision Making and have sufficient technical, legal and procedural knowledge to contribute fairly and correctly to the function of the Committee.

You will also be expected to be thorough and objective in receiving and responding to professional advice in the conduct of meetings and individual cases / applications before the Committee and to demonstrate integrity and impartiality in decision making which accord with legal, constitutional and policy requirements.

You will be accountable to the public, to Full Council and to the Chair of the Regulatory Committee.

Duties and Responsibilities

- To participate effectively in meetings of the Committee, ensuring that both local considerations and policy recommendations are balanced to contribute to effective decision making
- To make informed and balanced decisions, within the terms of reference of the committee, which accord with legal, constitutional and policy requirements.
- To develop the standing and integrity of the Committee and its decision-making
- To understand the respective roles of Councillors, Officers and external parties operating within the Committee's areas of responsibility
- To promote and support good governance by the Council
- To undertake appropriate training and professional development provided by the Council and external bodies

These duties and responsibilities are in addition to those detailed in the role description for an Elected Councillor.

MEMBER OF REGULATORY COMMITTEE - ROLE DESCRIPTION (LICENSING)

Role Purpose

As a Member of a regulatory committee, you will be expected to understand the nature of the Regulatory Committee and Quasi- Judicial Decision Making and have sufficient technical, legal and procedural knowledge to contribute fairly and correctly to the function of the Committee.

You will also be expected to be thorough and objective in receiving and responding to professional advice in the conduct of meetings and individual cases / applications before the Committee and to demonstrate integrity and impartiality in decision making which accord with legal, constitutional and policy requirements.

You will be accountable to the public, to Full Council and to the Chair of the Regulatory Committee.

Duties and Responsibilities

- To participate effectively in meetings of the Committee, ensuring that both local considerations and policy recommendations are balanced to contribute to effective decision making
- To make informed and balanced decisions, within the terms of reference of the committee, which accord with legal, constitutional and policy requirements.
- To develop the standing and integrity of the Committee and its decision-making
- To understand the respective roles of Councillors, Officers and external parties operating within the Committee's areas of responsibility
- To promote and support good governance by the Council
- To undertake appropriate training and professional development provided by the Council and external bodies

These duties and responsibilities are in addition to those detailed in the role description for an Elected Councillor.

LEADER / DEPUTY LEADER OF THE OPPOSITION – ROLE DESCRIPTION

Role Purpose

As Leader/Deputy Leader of the Opposition Group you will be the political figurehead for the Opposition Group and to be the Council's spokesperson for the Council's opposition.

You will be expected to provide leadership in the constructive challenge of the Council's policies and undertake the functions of a Councillor and provide Leadership for your Group.

You will be accountable to the nominating group.

Duties and Responsibilities

- To provide strong, clear leadership to the Opposition Group on the Council
- To act as a spokesperson for the Opposition Group of which you are Leader and as a representative of the authority to external bodies and organisations as appropriate
- To work with, comment on, challenge and review the Council's controlling group's performance in the co-ordination and implementation of its policies and procedures
- To establish and represent the views of the Opposition Group on issues of policy and probity
- To have a good understanding of the roles of Councillors, Officers, external partners and agencies.
- To promote and support good governance of the Council
- To provide community leadership and promote active citizenship
- To promote and support open and transparent government
- To support and promote respectful, appropriate and effective relationships with employees of the Council
- To promote and support adherence to the East Hampshire Councillor Code of Conduct, the Councillor / Officer Protocol and the highest standards of behaviour expected in public life
- To promote and participate in Councillor development.

The Deputy Leader of the Opposition will assist the Leader of the Opposition in discharging the above duties and in the absence of the Leader of the Opposition, the Deputy Leader of the Opposition will assume responsibility.

These duties and responsibilities are in addition to those detailed in the role description for an Elected Councillor.

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Havant Borough Council
**councillor
development
strategy**
2015 - 2017

Havant
BOROUGH COUNCIL

Cleaner, Safer,
More Prosperous

Havant Borough Council

1. Councillor Development Strategy

- 1.1 Councillor development is seen as important to help elected Councillors fulfil their roles and contribute to the delivery of the Council's strategic priorities, objectives and aims. This strategy ensures that a long term view is taken of Councillor Development that also affords flexibility to reflect changing priorities.
- 1.2 This strategy recognises that Councillors are not employees of the Council and strives to help them seek a balance between their demanding roles inside and outside of the Council.

2. Vision

- 2.1 The vision is for all elected Councillors to have the necessary skills and knowledge to perform effectively in their current or future roles within the Council.
- 2.2 To help achieve this vision, the following values will apply:
 - Development opportunities will be available to all elected Councillors irrespective of political allegiance.
 - Development activities will be based upon agreed training needs as identified through the Councillor needs analysis process.
 - Councillor development will be delivered through methods which ensure equality of access and taking into account different learning styles.
 - The Council will recognise that Councillors may have transferable skills which can be utilised in the Council to help them perform their Council role.

3. Aims

- 3.1 The Councillor development strategy aims to:
 - Create a clear framework for Councillor development based upon individual and organisational needs.
 - Ensure all Councillors have the necessary skills at the required level to conduct their roles effectively.
 - Ensure Councillors have the skills and knowledge needed to oversee the delivery of high quality public services through their community leadership roles.
 - Ensure Councillors feel confident to undertake their roles.

- Ensure Councillors are fully aware of their responsibilities and accountabilities to deliver good governance.
- Support the continued development of Councillors to prepare them for roles they may fill in the future.
- Attract and retain high calibre Councillors.
- Provide all Councillors with the opportunity for development.

4. Identifying Councillor Development Needs

4.1 Each year a Councillor Development Programme will be created which will be tailored to the priority skills and knowledge areas that are identified from the following avenues:

- a) **Councillor Needs Analysis** – Councillor participation to identify development needs will be key. Councillors will be expected to complete a Councillor Needs Analysis form which will provide Councillors with an opportunity to identify their specific training needs.

In addition to this, an opportunity will be made available for Councillors to meet on a one to one basis with the Leader/Deputy Leader or a Cabinet Member to discuss their personal development. This will also provide each Councillor with an opportunity to discuss their future aspirations in order for development activity to be put in place which will support this.

Councillors will be expected to take responsibility for their own personal development and maintain appropriate knowledge/skill levels to ensure that they are able to conduct their roles effectively.

- b) **Review of Corporate Strategy** – The Council will monitor its objectives, performance and external environment to identify factors that may give rise to changing development needs. Such factors may include changes to corporate priorities, changes in legislation, developments in local government services, changes in local government structures/funding or developments affecting other public sector bodies or organisations. A review of these factors may result in priority training needs being identified for the year.
- c) **Review of the role of Councillors** – The Council will review the role descriptions for elected Councillors as outlined at Appendix A. The Councillor Development Programme will take account of the content of the role descriptions to ensure that training is delivered which provides Councillors with the skills and knowledge needed to fulfil the specific roles identified. Each newly elected Councillor will be invited to participate in an induction programme relevant to their role.
- d) **Specialist Role Needs** – Many Councillors will have additional roles which they fulfil or are likely to fulfil in the future. These roles often require specialist or more focused training.

These roles include:

- Leader/Deputy Leader of the Council
- Chairman or Vice-Chairman of Committees or Sub-Committees
- Cabinet Member
- Committee Member for Regulatory committees e.g. Licensing, Planning
- Overview and Scrutiny
- Audit

Training needs for these roles will be identified from the specific role descriptions. Councillors fulfilling specialist roles will be required to attend training relevant to the role in order to be able to fulfil the role.

5. How Councillor Development Needs will be met

5.1 Development needs will be met from a range of options in order to support the diverse development needs and learning styles of elected Councillors.

5.2 In some cases, the Council will be able to deliver in-house courses using officers. Where necessary, the Council will source external providers for those development needs which require more specialist support/expertise.

5.3 Delivery methods may include:

- Training courses
- Seminars
- External conferences
- Councillor briefings
- E-learning packages
- Distance learning packages
- Visits to other councils or relevant partners
- Shadowing opportunities
- Mentoring opportunities

5.4 Councillors will be encouraged to be involved with the development of fellow Councillors where appropriate by leading workshops, disseminating expert knowledge, offering mentoring and by generally encouraging the take up of Councillor development opportunities. The delivery of these activities will be classed as contributing towards a Councillor's own continued professional development.

5.5 In addition, each political group will appoint Councillor Mentors so that more experienced Councillors can provide advice and support to less experienced colleagues.

6. Resources

6.1 Each year budget and resources that need to be devoted to Elected Councillor development will be determined by the appropriate Service Manager for Democratic Services as part of the budget setting processes.

6.2 These resources will be monitored by the Democratic Services Team Leader to ensure that best value is being achieved.

- 6.3 The budget for Councillor Development is currently set at £4,500 per year. Democratic Services will seek ways to use the budget in the best way to meet the training needs of Councillors. For example, this could include opportunities for cross authority or partner training on a countywide, regional or national level, looking for training support from national/regional course providers such as the LGA or South East Employers or seeking relevant opportunities for Councillors to attend seminars/conferences hosted by partners.

7. Ongoing commitment

- 7.1 The Council will be committed to ensuring that Councillor Development activity is maintained which adheres to the principles of the Charter for Elected Councillor Development.

These principles are:

- Being fully committed to developing Elected Councillors in order to achieve the council's aims and objectives.
- Adopting a Councillor led strategic approach to Elected Councillor development.
- Ensuring that learning and development is effective in building capacity.
- Addressing wider development matters to support councillors

8. Review

- 8.1 The Councillor Development Strategy will be reviewed every two years by Democratic Services or sooner at the request of the Leader.

APPENDIX A

COUNCILLOR ROLE DESCRIPTIONS

Background

Councillors have a leading role to play in achieving the Council's corporate aims and objectives. This Council is committed to ensuring that all Councillors have the necessary skills and knowledge to enable them to effectively carry out their community leadership roles.

This suite of Elected Councillor Role Descriptions outline the purpose, duties and responsibilities for key Councillor roles within the Council, as well as a range of qualities and skills. They are designed to be used as a guide and are not to be considered as prescriptive or exclusive.

The Role Descriptions can assist with the identification of specific or on-going learning and development needs for Elected Councillors. They can also be utilised within documentation for the recruitment of potential Councillors.

The following roles are included:

- Elected Councillor (Generic for all 38 Councillors)
- Leader/Deputy Leader
- Cabinet Member
- Chair of the Council
- Chair of Audit & Governance Committee
- Chair of Overview and Scrutiny Committee
- Chair of a Regulatory Committee (e.g. Planning, Licensing)
- Member of Governance & Audit Committee
- Member of Overview and Scrutiny Committee
- Member of Regulatory Committee
- Leader/ Deputy Leader of the Opposition.

ELECTED COUNCILLOR ROLE DESCRIPTION

Role Purpose

As an Elected Councillor you are an advocate for the Council and communities you serve. You are expected to represent Ward interests, individual constituents and local organisations, undertaking casework on their behalf and serving all fairly and equally.

You will communicate effectively to the Community on Council strategies, policies, services and procedures so they are fully understood, liaising with Cabinet Members, other Councillors, Council Officers and partner organisations to ensure that the needs of the local community are identified, understood and supported.

You will be expected to participate constructively in the good governance of the Council through the formation and scrutiny of the Council's policies, plans, strategies, budget and service delivery.

You will be accountable to the electorate of your ward, the wider public and to the Political Group and Group Leader.

Duties & Responsibilities

To be committed to the Council's vision for a cleaner, safer and more prosperous borough.

In addition, Councillors will adhere to the seven principles of public life, as identified by the Committee on Standards in Public Life chaired by Lord Nolan and included within the Havant Borough Council Member Code of Conduct as follows:

Selflessness	Integrity	Objectivity
Accountability	Openness	Honesty
Leadership		

Skills and Knowledge

- Good advocacy skills
- IT skills
- Interpersonal skills
- Public speaking skills
- Presentation skills
- Influencing skills
- Good communication skills
- Community Leadership Skills
- Integrity and ability to set aside own views and act impartially
- The ability to present relevant and well-reasoned arguments
- Knowledge and understanding of meeting procedures, the law, rules and conventions regarding the democratic process and of the Council's Constitution
- To undertake appropriate training and professional development provided by the Council and external bodies

LEADER AND DEPUTY LEADER ROLE DESCRIPTION

Role Purpose

As the Leader/Deputy Leader you are the leading political figurehead(s) for the Council as a whole and the principal political spokesperson(s) for the Administration.

You will provide strong, clear political leadership in the co-ordination of Council policies, strategies and service delivery.

You will also provide visible leadership in relation to the Council and its citizens, stakeholders and partners in the overall delivery of Council policies, strategies and service delivery.

You will be accountable to the Cabinet (through collective responsibility) and to Full Council.

Duties and Responsibilities

Your duties and responsibilities will be as follows:

- To appoint the Cabinet (Leader)
- To designate the Deputy Leader (Leader)
- To designate appropriate Cabinet portfolios
- To appoint Cabinet Members to specific portfolios having regard to their abilities, expertise and past work / life experiences
- To chair meetings of the Cabinet in line with Council procedures and the Constitution
- To work closely with other Cabinet members to ensure the development of effective Council policies, the budgetary framework and delivery of high quality services to local people
- To represent the Council in the community and in discussions with regional, national and international organisations and others to pursue matters of interest to the Council and its communities
- To liaise regularly with the Chief Executive – giving and receiving advice on the management of the Council and delivery of Council services
- To challenge the status quo, thinking creatively and taking advantage of opportunities, and to help create an organisational culture which can enable this approach
- To develop and maintain effective relationships with Officers, other Councillors, partners and other public sector bodies, local businesses and voluntary and community groups and the general public in the area.
- The Deputy Leader will assist the Leader of the Council in discharging the above duties and in the absence of the Leader, the Deputy Leader will assume responsibility.
- To undertake appropriate training and professional development provided by the Council and external bodies

These duties and responsibilities are in addition to those detailed in the role description for an Elected Councillor.

CABINET MEMBER ROLE DESCRIPTION

Role Purpose

As a Cabinet Member you are responsible for developing and implementing Council policies, strategies and service delivery within allocated Cabinet portfolios.

You will give leadership and political direction to officers and be accountable for choices and performance of relevant portfolio.

You will also be expected to act as a spokesperson both within and outside the authority on matters covered by their portfolio.

You will be accountable to the Leader, to the Cabinet (through collective responsibility) and to Full Council.

Duties & Responsibilities

Your duties and responsibilities will be as follows:

- To take responsibility for a specific Cabinet portfolio and share in undertaking executive responsibility for developing and progressing overall strategy, budget, policies and priorities.
- To give direction on, and ensure the development of the vision for, those services within their portfolio so that they are consistent with the overall strategic approach of the Council.
- To work as a team with other Cabinet Members and to recognise and contribute towards issues which cut across portfolios or are issues of collective responsibility.
- To liaise with the Chief Executive and Heads of Service to ensure the effective management of the delivery of those services within the portfolio throughout the borough.
- To speak on behalf of the Council in relation to portfolio responsibilities including representing the portfolio at Full Council, representing the Council to the media and on relevant external bodies, and to develop and maintain effective working relationships with the public, local businesses, the media, and voluntary and community groups in the area.
- To encourage public participation and consultation and to ensure effective communication of Council policies and strategies to all Councillors, employees, residents, partner organisations and other stakeholders to ensure they are widely understood and positively promoted.
- To participate in Committee meetings of the Council e.g. Overview & Scrutiny Committee and other Committees where requested to do so.
- To have a thorough knowledge of the Constitution and the decision-making processes within the Council.
- To be called to account for decisions made on behalf of the Cabinet or as an individual Cabinet Member.
- To undertake appropriate training and professional development provided by the Council and external bodies

These duties and responsibilities are in addition to those detailed in the role description for an Elected Councillor.

CHAIR OF COUNCIL ROLE DESCRIPTION [MAYOR]

Role Purpose

As Chair of the Council you will act as the symbol of the Council's Democratic Authority. This means as ceremonial head of the Council, you will be non-political and uphold the democratic values of the Council.

You will be accountable to the public and to Full Council.

Duties and Responsibilities

- To preside over meetings of the Council so that its business can be carried out efficiently.
- To ensure the Council conducts its meetings in line with the Council's Standing Orders
- To represent the Council at civic and ceremonial functions.
- To ensure the Constitution is adhered to and, if necessary, to rule on the interpretation of the Constitution
- To promote and support good governance of the Council and its affairs
- To provide community leadership and promote active citizenship
- To promote and support open and transparent government
- To support, and adhere to respectful, appropriate and effective relationships with employees of the Council
- To adhere to the Havant Borough Council Member Code of Conduct, Councillor / Officer Protocol and the highest standards of behaviour in public office.
- To prepare and manage an annual work programme for the Council to meet its legal obligations (e.g. setting the budget and the Council Tax and making appointments).
- To undertake appropriate training and professional development provided by the Council and external bodies

The Vice-Chair will assume responsibility for the above duties in the absence of the Chair.

These duties and responsibilities are in addition to those detailed in the role description for an Elected Councillor.

GOVERNANCE & AUDIT COMMITTEE - CHAIR ROLE DESCRIPTION

Role Purpose

As chair of the Governance and Audit Committee you will be expected to promote and support good governance by the Council.

You will demonstrate independence, integrity and impartiality in decision-making which accord with legal, financial, constitutional and policy requirements.

You will also be expected to ensure thoroughness and objectivity in the Committee, receiving and responding to professional advice in the conduct of meetings and in the audit.

You will be accountable to the public, to Full Council and to External Auditors.

Duties and Responsibilities

- To provide confident and effective management of the Committee to facilitate inclusivity, participation and clear decision-making.
- To uphold and promote ethical governance and high standards in public office, particularly in relation to the Havant Borough Council Member Code of Conduct and other Protocols for supporting good Councillor / Officer relations.
- Review and scrutinise the authority's financial affairs and make reports and recommendations in relation to them.
- Review and assess the risk management, internal control and corporate governance arrangements of the authority and make reports and recommendations to the authority on the adequacy and effectiveness of these arrangements
- Oversee the authority's internal and external audit arrangements
- Review the financial statements prepared by the authority
- Develop effective working relationships with Internal and External Auditors
- Develop a forward work programme designed to deliver the requirements of an Audit & Governance Committee and to meet statutory requirements.
- Monitor progress against the work programme and of audit actions.
- Understand the respective roles of Councillors, Officers and external parties operating within the Audit & Governance Committee's areas of responsibility.
- Review and self-assess the performance of the Committee and its Councillors.
- To undertake appropriate training and professional development provided by the Council and external bodies

These duties and responsibilities are in addition to those detailed in the role description for an Elected Councillor.

OVERVIEW & SCRUTINY COMMITTEE - CHAIR ROLE DESCRIPTION

Role Purpose

As Chair of the Overview & Scrutiny Committee you will be expected to provide confident and effective management of the Overview & Scrutiny Committee and Scrutiny activities.

You will Chair Overview & Scrutiny Committee meetings and develop and maintain a good working knowledge of the practices, procedures and functions which fall within the Committee's terms of reference. You will also be expected to promote the role of Scrutiny both internally within the Council and externally with the Council's partners, other public sector bodies and community organisations.

You will be accountable to the public and to Full Council.

Duties and Responsibilities

- To develop a balanced work programme which includes Cabinet decision scrutiny and Council performance monitoring.
- To demonstrate an objective and evidence based approach to scrutiny
- To evaluate the impact and added value of scrutiny activity and identify areas for improvement
- To monitor progress against the work programme of the Council
- To liaise with officers, other Councillors, external partners and public sector bodies and community representatives to resource and deliver the work programme.
- To oversee the arrangements for consideration of any challenge to the validity of Cabinet decisions through the Call-in process
- To set agendas containing clear objectives and outcomes for meetings
- To manage the progress of business at meetings; ensuring that meeting objectives are met and the Havant Borough Council Member Code of Conduct, rules of procedure and other Constitutional requirements are adhered to
- To ensure that all participants have an opportunity to make an appropriate contribution
- To build understanding and ownership of the Overview & Scrutiny function within the community
- To promote the involvement of external stakeholders such as service users, expert witnesses and partners in scrutiny activity if appropriate
- To undertake appropriate training and professional development provided by the Council and external bodies

These duties and responsibilities are in addition to those detailed in the role description for an Elected Councillor.

CHAIR OF REGULATORY COMMITTEE - ROLE DESCRIPTION (PLANNING)

Role Purpose

You will be expected to understand and appreciate the regulatory framework, law and policies relevant to the quasi judicial Committee.

You will demonstrate integrity and impartiality in decision making which accords with legal, constitutional and policy requirements.

You will be accountable to the public, to Full Council and to Councillors of the regulatory Committee.

Duties and Responsibilities

- To provide confident and effective management of meetings to facilitate inclusivity, participation and clear decision-making.
- To ensure consistency in the quality and effectiveness of decision making
- To ensure that applicants and other interested parties are satisfied as to the transparency of the regulatory process
- To promote the Role of the Regulatory Committee and Quasi-Judicial Decision Making
- To act as a representative for the regulatory Committee, facilitating understanding of the role.
- To act within technical, legal and procedural requirements to oversee the functions of the committee fairly and correctly.
- To ensure thoroughness and objectivity in the Committee, receiving and responding to professional advice in the conduct of meetings and in individual cases / applications before formal committee meetings
- To manage the progress of business at meetings; ensuring that meeting objectives are met and the Havant Borough Council Member Code of Conduct, standing, rules of procedure, legal requirements and other Constitutional requirements are adhered to.
- To ensure that all participants have an opportunity to make an appropriate contribution (where applicable)
- To conduct meetings in accordance with agreed procedures to ensure that applicants feel that they have been dealt with fairly and fully even if their application is refused.
- To develop the standing and integrity of the Committee and its decision-making
- To understand the respective roles of Councillors, Officers and external parties operating within the Committee's areas of responsibility
- To undertake appropriate training and professional development provided by the Council and external bodies

These duties and responsibilities are in addition to those detailed in the role description for an Elected Councillor.

CHAIR OF REGULATORY COMMITTEE - ROLE DESCRIPTION (LICENSING)

Role Purpose

You will be expected to understand and appreciate the regulatory framework, law and policies relevant to the quasi judicial Committee.

You will demonstrate integrity and impartiality in decision making which accords with legal, constitutional and policy requirements.

You will be accountable to the public, to Full Council and to Councillors of the regulatory Committee.

Duties and Responsibilities

- To provide confident and effective management of meetings to facilitate inclusivity, participation and clear decision-making.
- To ensure consistency in the quality and effectiveness of decision making
- To ensure that applicants and other interested parties are satisfied as to the transparency of the regulatory process
- To promote the Role of the Regulatory Committee and Quasi-Judicial Decision Making
- To act as a representative for the regulatory Committee, facilitating understanding of the role.
- To act within technical, legal and procedural requirements to oversee the functions of the committee fairly and correctly.
- To ensure thoroughness and objectivity in the Committee, receiving and responding to professional advice in the conduct of meetings and in individual cases / applications before formal committee meetings
- To manage the progress of business at meetings; ensuring that meeting objectives are met and the Havant Borough Council Member Code of Conduct, standing, rules of procedure, legal requirements and other Constitutional requirements are adhered to.
- To ensure that all participants have an opportunity to make an appropriate contribution (where applicable)
- To conduct meetings in accordance with agreed procedures to ensure that applicants feel that they have been dealt with fairly and fully even if their application is refused.
- To develop the standing and integrity of the Committee and its decision-making
- To understand the respective roles of Councillors, Officers and external parties operating within the Committee's areas of responsibility
- To undertake appropriate training and professional development provided by the Council and external bodies

These duties and responsibilities are in addition to those detailed in the role description for an Elected Councillor.

GOVERNANCE & AUDIT COMMITTEE - COUNCILLOR ROLE DESCRIPTION

Role Purpose

As a Member of the Governance and Audit Committee you will be expected to promote and support good governance by the Council.

You will be required to demonstrate independence, integrity and impartiality in decision-making which accord with legal, financial, constitutional and policy requirements.

You will review and assess the risk management, internal control and corporate governance arrangements of the authority and make reports and recommendations to the authority on the adequacy and effectiveness of these arrangements.

You will be accountable to the public, to Full Council, to the Chair of the Governance & Audit Committee and to External Auditors.

Duties and Responsibilities

- To review and scrutinise the authority's financial affairs and making reports and recommendations in relation to them.
- To oversee the authority's internal and external audit arrangements
- To review the financial statements prepared by the authority (if the Statement of Accounts is qualified it will be debated at a meeting of Full Council)
- To possess sufficient technical, legal and procedural knowledge to contribute fairly and correctly in undertaking the functions of the Committee
- To be thorough and objective in receiving and responding to professional advice in the conduct of meetings and issues before the Committee.
- To uphold and promote ethical governance and high standards in public office, particularly in relation to the Havant Borough Council Member Code of Conduct and other Protocols for supporting good Councillor / Officer relations.
- To participate effectively in meetings of the Governance & Audit Committee, questioning and seeking clarification on matters falling within the remit of the Committee.
- To make informed and balanced decisions, within the Committee's Terms of Reference, which accord with legal, financial, constitutional and policy requirements.
- To understand the financial risks associated with corporate governance, being satisfied that the authority's assurance statements, including the Annual Governance Statement, reflect the risk environment and any activities required to improve it.
- To develop the standing and integrity of the Committee and its decision-making
- To understand the respective roles of Councillors, Officers and external parties operating within the Governance & Audit Committee's areas of responsibility
- To undertake appropriate training and professional development provided by the Council and external bodies

These duties and responsibilities are in addition to those detailed in the role description for an Elected Councillor

OVERVIEW & SCRUTINY COMMITTEE - MEMBER ROLE DESCRIPTION

Role Purpose

As a Member of the Overview and Scrutiny Committee you will be expected to participate fully in the activities of the Overview & Scrutiny Committee, the development and delivery of its work programme and any associated Task & Finish Groups.

You will also be expected to scrutinise the decision-making of the Cabinet against the Budget and Policy Framework laid down by the Council and against performance targets and budgets, evaluating the validity of Cabinet decisions and challenge policies / decisions on a sound basis of evidence through the Call-in process where appropriate.#

You will be accountable to the public, to Full Council and to the Chair of the Overview & Scrutiny Committee.

Duties and Responsibilities

- To assist in the scrutiny of the management and policy implementation of the Council and of external organisations and to recommend changes and improvements
- To assist in the investigations referred to the Committee by the Cabinet, Council or Councillors
- To identify subjects for internal / external scrutiny review for addition to the work programme
- To assist in the scrutiny of Councillor Call for Action requests
- To participate effectively in meetings of the Overview & Scrutiny Committee, questioning and seeking clarification on matters before the Committee
- To make informed and balanced recommendations / decisions within the Committee's Terms of Reference, which accord with legal, financial, constitutional and policy requirements.
- To develop and maintain a good working knowledge of the practices, procedures and functions which fall within the Overview & Scrutiny Committee's terms of reference
- The ability, as a Member of the Overview & Scrutiny Committee to require Cabinet Councillors to attend and be questioned on matters relating to their roles and responsibilities
- The ability, as a Member of the Overview & Scrutiny Committee, to require the Chief Executive, Strategic Directors and Heads of Service to attend and be questioned on matters relating to their roles, functions and responsibilities
- The ability, as a Member of the Overview & Scrutiny Committee, to call expert witnesses and invite advisors from outside the Council, or a Councillor of the Council not serving on the Committee, to provide advice on matters under review or discussion.
- To add value to the decision-making and service provision of the authority through effective scrutiny.
- To promote the role of the Overview & Scrutiny Committee within and outside the Council, developing effective internal and external relationships
- To undertake appropriate training and professional development provided by the Council and external bodies

These duties and responsibilities are in addition to those detailed in the role description for an Elected Councillor.

MEMBER OF REGULATORY COMMITTEE - ROLE DESCRIPTION (PLANNING)

Role Purpose

As a Member of a regulatory committee, you will be expected to understand the nature of the Regulatory Committee and Quasi- Judicial Decision Making and have sufficient technical, legal and procedural knowledge to contribute fairly and correctly to the function of the Committee.

You will also be expected to be thorough and objective in receiving and responding to professional advice in the conduct of meetings and individual cases / applications before the Committee and to demonstrate integrity and impartiality in decision making which accord with legal, constitutional and policy requirements.

You will be accountable to the public, to Full Council and to the Chair of the Regulatory Committee.

Duties and Responsibilities

- To participate effectively in meetings of the Committee, ensuring that both local considerations and policy recommendations are balanced to contribute to effective decision making
- To make informed and balanced decisions, within the terms of reference of the committee, which accord with legal, constitutional and policy requirements.
- To develop the standing and integrity of the Committee and its decision-making
- To understand the respective roles of Councillors, Officers and external parties operating within the Committee's areas of responsibility
- To promote and support good governance by the Council
- To undertake appropriate training and professional development provided by the Council and external bodies

These duties and responsibilities are in addition to those detailed in the role description for an Elected Councillor.

MEMBER OF REGULATORY COMMITTEE - ROLE DESCRIPTION (LICENSING)

Role Purpose

As a Member of a regulatory committee, you will be expected to understand the nature of the Regulatory Committee and Quasi- Judicial Decision Making and have sufficient technical, legal and procedural knowledge to contribute fairly and correctly to the function of the Committee.

You will also be expected to be thorough and objective in receiving and responding to professional advice in the conduct of meetings and individual cases / applications before the Committee and to demonstrate integrity and impartiality in decision making which accord with legal, constitutional and policy requirements.

You will be accountable to the public, to Full Council and to the Chair of the Regulatory Committee.

Duties and Responsibilities

- To participate effectively in meetings of the Committee, ensuring that both local considerations and policy recommendations are balanced to contribute to effective decision making
- To make informed and balanced decisions, within the terms of reference of the committee, which accord with legal, constitutional and policy requirements.
- To develop the standing and integrity of the Committee and its decision-making
- To understand the respective roles of Councillors, Officers and external parties operating within the Committee's areas of responsibility
- To promote and support good governance by the Council
- To undertake appropriate training and professional development provided by the Council and external bodies

These duties and responsibilities are in addition to those detailed in the role description for an Elected Councillor.

LEADER / DEPUTY LEADER OF THE OPPOSITION – ROLE DESCRIPTION

Role Purpose

As Leader/Deputy Leader of the Opposition Group you will be the political figurehead for the Opposition Group and to be the Council's spokesperson for the Council's opposition.

You will be expected to provide leadership in the constructive challenge of the Council's policies and undertake the functions of a Councillor and provide Leadership for your Group.

You will be accountable to the nominating group.

Duties and Responsibilities

- To provide strong, clear leadership to the Opposition Group on the Council
- To act as a spokesperson for the Opposition Group of which you are Leader and as a representative of the authority to external bodies and organisations as appropriate
- To work with, comment on, challenge and review the Council's controlling group's performance in the co-ordination and implementation of its policies and procedures
- To establish and represent the views of the Opposition Group on issues of policy and probity
- To have a good understanding of the roles of Councillors, Officers, external partners and agencies.
- To promote and support good governance of the Council
- To provide community leadership and promote active citizenship
- To promote and support open and transparent government
- To support and promote respectful, appropriate and effective relationships with employees of the Council
- To promote and support adherence to the Havant Borough Council Councillor Code of Conduct, the Councillor / Officer Protocol and the highest standards of behaviour expected in public life
- To promote and participate in Councillor development.

The Deputy Leader of the Opposition will assist the Leader of the Opposition in discharging the above duties and in the absence of the Leader of the Opposition, the Deputy Leader of the Opposition will assume responsibility.

These duties and responsibilities are in addition to those detailed in the role description for an Elected Councillor.

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NON EXEMPT

EAST HAMPSHIRE DISTRICT COUNCIL & HAVANT BOROUGH COUNCIL

Joint HR Committee

21st October 2015

Councillor Competency Framework
Caroline Tickner, Service Manager (HR)

FOR INFORMATION

**Portfolio: Governance & Logistics: Councillor Wilson (HBC) &
Deputy Leader and Property and Contracts Councillor Millard (EHDC)**

1.0 Purpose of Report

- 1.1 This reports provides Joint HR Committee with an overview of the Councillor Competency Framework which has been developed specifically for each Council.
- 1.2 This framework has been developed to describe the key Councillor behaviours which will improve organisational performance and enhance the delivery of Councillor roles in the Community.

2.0 Recommendation

RECOMMENDED

- 2.1 That the members of Joint HR Committee are asked to:
 - a) note the content of the report and the attached Councillor Competency Framework for use by all Councillors across both Councils.

3.0 Introduction

- 3.1 Competencies are defined as the behaviours which leaders need to have or acquire to perform well at work. Competencies therefore describe the behaviours that lie behind competent performance. A competency framework is a structure that sets out and defines each individual competency.
- 3.2 The concept of competency frameworks emerged during the early 1980's as a response to the organisational drive for higher performance. Since this time, competency frameworks have become an accepted part of modern HR practice. Competency frameworks are seen as an essential vehicle for achieving high organisational performance through focusing and reviewing each individual's capability and potential.
- 3.3 This paper provides JHR Committee with an overview of the Councillor Competency Framework which has been adapted from the LGA Political Skills

Framework tool kit. The LGA have spent a lot of time and research focusing on the key skills and behaviours needed to be an effective Councillor which we have been able to benefit from.

4.0 Subject of the report

- 4.1 The political landscape is more complex than ever before and it is vital that we equip our Councillors with the right skills needed to do the job. Core to this is the need to define the types of behaviours which we need our Councillors to demonstrate to enhance their role in the organisation and the wider community.
- 4.2 The LGA first developed the Political Skills Framework in 2004 and since this time there have been a number of iterations to adapt to the changing world and demands placed on Councillors in their roles. To be effective in their role, Councillors need to know what is required of them and have the knowledge and skills to achieve this. The political skills framework provides this by setting out the key knowledge and skills needed in a Councillor role.
- 4.3 Rather than re-invent the wheel the opportunity has been taken to adapt the framework slightly to meet Council needs. The Councillor Competency Framework incorporates the key elements from the Political Skills Framework document.

The framework is split into two areas:

- a) A description of the core competencies needed
 - b) A self reflective learning review for each competency area to support Councillors in being able to identify their own areas of strength and development.
- 4.4 The Councillor Competency Framework outlines six competencies which have been identified as key Councillor behaviours. These behaviours are:
- Local Leadership
 - Partnership Working
 - Communication Skills
 - Political Understanding
 - Policy Development
 - Regulation & Monitoring
 -

Each competency within the framework consists of a definition, positive and negative indicators and a self reflective learning exercise. Further detail can be found at Appendix A (EHDC Councillor Competency Framework) and Appendix B (HBC Councillor Competency Framework).

5.0 Implications

Financial

- 5.1 There are no financial implications to report with this item. The cost of any training for the roll out of this framework will be met from existing training budgets.

Legal

- 5.2 There are no legal implications associated with this report.

Strategy

- 5.3 The Councillor Competency Framework aims to enhance organisational performance and the delivery of the strategy at each Council.

Customer access

- 5.4 None to report.

Risks

- 5.5 None to report.

Communications/Public Relations

- 5.6 There will need to be an internal communications campaign to raise awareness and understanding of the Councillor competency framework. It is envisaged that Cabinet will lead on this process.

East Hampshire/Havant

- 5.7 None to report.

6.0 Links to other projects

- 6.1 None to report.

7.0 Conclusions

- 7.1 Describing the Councillor behaviours that are expected provides a common language for what is acceptable and what is not. Having a Councillor competency framework in place will enable Councillors to be the most effective that they can be in their roles. This in turn will enhance the role of Councillors in the community and the contribution made to organisational performance.

8.0 Recommendations

- 8.1 For Joint HR Committee to note the content of the report and the attached Councillor Competency Framework for use by all Councillors.

Background papers used in the production of the report (national/regional/ internal reports and research):

N/A

Appendices:

Appendix A - EHDC Councillor Competency Framework

Appendix B - HBC Councillor Competency Framework

Agreed and signed off by:

Executive Head for Governance and Logistics: 2.10.15

Legal Services: 5.10.15

Executive Head for Marketing and Development:

Contact Officer: Caroline Tickner
Job Title: Service Manager (Human Resources)
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caroline.tickner@easthants.gov.uk



East Hampshire District Council

councillor competency framework

**East
Hampshire**
DISTRICT COUNCIL

*Improving
People's Lives*

Introduction

Councillors by their very nature have strong leadership instincts and we must continuously develop those skills to ensure that we are able to meet the challenges, opportunities and risks that come with the Localism agenda.

The landscape is far more complex than it was a decade ago and local government has a democratic right to provide leadership across a geographic area, not confined to local government services, but a right to influence every aspect of services provided locally.

Developing new leadership skills to meet this challenge is vital and it is through shared learning that Councillors can and will maximise the opportunity to provide genuine local leadership of place.

At East Hampshire District Council our vision is to be financially independent of all government funding. This will be achieved through revolutionary change to deliver new services in proactive and radically different ways that add value to our customers' lives.

To achieve this we need highly skilled Councillors who can embrace change, show strong leadership and lobby for support.

Councillors play a key leadership role in making this vision a reality. At the heart of this is ensuring Councillors have the right knowledge and skills to achieve this.

What is the Councillor Competency Framework?

To be effective in any job you need to know what is required of you and have the knowledge and skills to achieve it. Teachers, doctors, plumbers and chief executives are not born with the knowledge and skills they need

for their jobs – these are learned, practised and improved over time.

This framework is based on the LGA Political Skills Framework which was originally drafted in 2004 and revised again in 2007 in recognition of the substantial culture change in attitudes towards political roles and how they should be carried out. This included the growing recognition of the need for training and development amongst councillors themselves.

The Councillor Competency framework sets out the key knowledge and skills needed to support new and experienced councillors in their efforts to develop the knowledge and skills to be effective in their role.

The framework reflects the fact that whilst councillors' responsibilities may remain largely unaltered, they have evolved over time and the political and social environment in which they carry out these responsibilities has changed fundamentally. New council structures, vastly increased use of new technology and social media, public sector spending cuts, and rising public expectations (to name but a few) are all having a profound effect on how councillors undertake their role.

Six core skills for councillors

There are six core skill areas for all councillors which are detailed in this framework. These are:

Local leadership

This refers to the need for councillors to engage with members of their community in order to learn about issues of local concern and help to facilitate a vision for the locality. It involves encouraging trust and respect between individuals and groups by mediating fairly and constructively between different organisations and sections of the community.

Partnership working

This aspect of the councillor role focuses on the need to build good relationships with others (i.e. colleagues, officers, community groups and other organisations) by identifying and 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

This skill area 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 their community using different forms of media.

Political understanding

This skill set 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. It recognises that councillors need to work across group boundaries at times, yet still be able to maintain their own political integrity.

Policy Development/assurance

Policy development/assurance is an important day-to-day aspect of the councillor role. Councillors need to act as a critical friend by identifying opportunities for constructive challenge inside and outside the organisation and provide feedback to others. 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 skill set relates to the more judicial aspects of the role that require councillors 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.

Positive and negative indicators

Each of the skill set definitions describe what is expected of councillors if they are to be effective and influential in their role.

It is recognised that there is no 'one best way' to be a councillor. Each member will approach their role as a community leader in a very different way from their colleagues, but by discussion with over 350 members and officers the indicators contained within the Political Skills Framework and incorporated into the Councillor Competency Framework reflect commonly held views about what might be considered excellent and poor councillor behaviour.

Positive (desirable) behaviours and negative (undesirable) behaviours are included for each of the skill sets. No councillor could be expected to demonstrate excellent levels of positive behaviour all of the time, and never demonstrate any negative behaviour, but excellent councillors generally demonstrate far more positive than negative characteristics.

These behaviours are described as positive and negative indicators because they provide an indication of the types of behaviour that councillors associate with excellent and poor performance. They are not meant to be prescriptive – but rather to help councillors and those who work with them reflect on how they perform their role and how what they do fits with each of the skill areas. They also provide a way to foster a shared understanding of what constitutes excellent councillor performance among the wider community.

Local leadership

This refers to the need for councillors to engage with members of their community in order to learn about issues of local concern and help to facilitate a vision for the locality. It involves encouraging trust and respect between individuals and groups by mediating fairly and constructively between different organisations and sections of the community.

Positive

- ✓ Engages with their community, canvasses opinion and looks for new ways of representing people
- ✓ Keeps up-to-date with local concerns by drawing information from diverse sources, including hard to reach groups
- ✓ Encourages trust and respect by being approachable, empathising and finding new ways to engage with others
- ✓ Creates partnerships with different sections and groups in the community and ensures their involvement in decision-making
- ✓ Mediates fairly and constructively between people and groups with conflicting needs
- ✓ Works with others to develop and champion a shared local vision

Negative

- ✗ Doesn't engage with their community, waits to be approached and is difficult to contact
- ✗ Maintains a low public profile, not easily recognised in their community
- ✗ Treats groups or people unequally, fails to build integration or cohesion
- ✗ Has a poor understanding of local concerns and how these might be addressed
- ✗ Concentrates on council processes rather than people
- ✗ Is unrealistic about what they can achieve and fails to deliver on promises

Self reflective learning

How do I see myself as a ward member?

What do you think are your particular strengths? (e.g., what do you bring to the role of councillor that you think is particularly good?)

Prompts...

How is my role changing and what is driving that change

What sections of my community have I engaged with and canvassed opinion?

How have I looked for new ways of representing people?

How up-to-date am I on local concerns?

Would others see me as approachable?

Who have I built partnerships with?

When did I last act as a mediator?

How do I champion others' needs?

Can you illustrate these strengths by writing down examples of things you think you have done well over the past year?

In which of these areas would you like to improve and how?

Partnership Working

This aspect of the councillor role focuses on the need to build good relationships with others (i.e. colleagues, officers, community groups and other organisations) by identifying and 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.

Positive

- ✓ Works proactively to build good relationships with colleagues, officers, community groups and other organisations
- ✓ Emphasis on achieving shared goals by maintaining focus and mobilising others
- ✓ Knows when to delegate, provide support or empower others to take responsibility
- ✓ Makes people from all backgrounds feel valued, trusted and included (e.g., says 'thank you')
- ✓ Understands and acts on their role in building and shaping key partnerships at local, regional and national levels
- ✓ Understands how and when to assert authority to resolve conflict or deadlock effectively

Negative

- ✗ Prefers to exert control and impose solutions by using status rather than through persuasion and involving others
- ✗ Fails to recognise or make use of others' skills and ideas
- ✗ Typically avoids working with people with different views or political values
- ✗ Prefers to act alone and fails to engage or network with others
- ✗ Often uses divisive tactics to upset relationships within their group, or council policies and decisions
- ✗ Defensive when criticised, blames others and doesn't admit to being wrong

Self reflective learning

How am I working in partnership?

What do you think are your particular strengths? (e.g., what do you bring to the role of councillor that you think is particularly good?)

Prompts...

Do I have good relationships with colleagues and officers?

How do I help others build partnerships?

How do I support and empower others?

Do I value and include people from different backgrounds?

What networks and partnerships have I developed?

Do I stay calm and focused under pressure?

Am I engaging with all relevant groups within my ward?

Can you illustrate these strengths by writing down examples of things you think you have done well over the past year?

In which of these areas would you like to improve and how?

Communication skills

This skill area recognises the need for councillors need 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 their community using different forms of media.

Positive

- ✓ Provides regular feedback to people, making sure they are kept informed and manages expectations
- ✓ Regularly informs and communicates with their community using all available media (e.g., internet newsletters and email)
- ✓ Listens to others, checks for understanding and adapts their own communication style as required
- ✓ Creates opportunities to communicate with different sectors, including vulnerable and hard to reach groups
- ✓ Speaks confidently in public settings (e.g., in council and community meetings, and the media)
- ✓ Communicates clearly in spoken and written forms (e.g., uses appropriate language and avoids jargon or 'council speak')

Negative

- ✗ Slow to respond to others; tends to communicate only when necessary
- ✗ Doesn't listen when people are speaking and uses inappropriate or insensitive language
- ✗ Communicates in a dogmatic and inflexible way
- ✗ Unwilling to deliver unpopular messages, uses information dishonestly to discredit others
- ✗ Tends not to participate in meetings and lacks confidence when speaking in public
- ✗ Presents confused arguments using poor language and style

Self reflective learning

How am I communicating with others?

What do you think are your particular strengths? (e.g., what do you bring to the role of councillor that you think is particularly good?)

Prompts...

How regularly do I communicate with different sections of the community?

What different methods do I use to communicate?

How well do I listen and adapt to others?

Do I feel comfortable using technology to communicate with people?

Am I confident when speaking in public?

Do I feedback regularly to others to keep them informed?

Can you illustrate these strengths by writing down examples of things you think you have done well over the past year?

In which of these areas would you like to improve and how?

Political understanding

This skill set 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. It recognises that councillors need to work across group boundaries at times, yet still be able to maintain their own political integrity.

Positive

- ✓ Demonstrates a consistency in views and values through their decisions and actions
- ✓ Helps to develop cohesion within and between different groups and also between different groups and the council
- ✓ Clearly communicates political values through canvassing and campaigning
- ✓ Actively develops their own political intelligence (e.g., understanding local and national political landscapes)
- ✓ Looks for ways to promote democracy and increase public engagement
- ✓ Is able to put party politics aside and work across political boundaries when required, without compromising political values

Negative

- ✗ Lacks integrity, has inconsistent political values and tends to say what others want to hear
- ✗ Puts personal motives first or changes beliefs to match those in power
- ✗ Has poor knowledge of group manifesto, values and objectives
- ✗ Fails to support political colleagues in public
- ✗ Doesn't translate group values into ways of helping the community
- ✗ Lacks a clear political vision of what they would like to achieve

Self reflective learning

How am I at political understanding?	
What do you think are your particular strengths? (e.g., what do you bring to the role of councillor that you think is particularly good?)	Prompts ... How have I promoted democracy and increased public engagement? Are my values clear and reflected in what I do? How do I build cohesion between members of my own group? Can I work effectively in other political environments (e.g., outside council)? How have I developed my political intelligence? How well do I work with people with different views and values?
Can you illustrate these strengths by writing down examples of things you think you have done well over the past year?	
In which of these areas would you like to improve and how?	

Policy Development and Assurance

Policy development and assurance are important day-to-day aspects of the councillor role. Councillors need to act as a critical friend by identifying opportunities for constructive challenge inside and outside the organisation and provide feedback to others. To be effective in this role, councillors need to analyse information quickly and present arguments that are concise, meaningful and easily understood.

Positive

- ✓ Identifies areas suitable for development and challenge ensuring that citizens and communities are involved in the process
- ✓ Quickly understands and analyses complex information
- ✓ Presents concise arguments that are meaningful and easily understood
- ✓ Understands the policy development and assurance processes, asks for explanations and checks that recommendations have been implemented
- ✓ Objective and rigorous when challenging process, decisions and people
- ✓ Asks challenging but constructive questions

Negative

- ✗ Doesn't prepare well or check facts and draws biased conclusions
- ✗ Too reliant on officers, tends to back down when challenged
- ✗ Fails to see this aspect as part of their role
- ✗ Too focused on detail, doesn't distinguish between good, poor and irrelevant information
- ✗ Uses resources inappropriately (e.g. on issues over which they have no influence)
- ✗ Overly aggressive: prefers political 'blood sports' to collaboration and uses challenge for political gain

Self reflective learning

How am I at political development/assurance?

What do you think are your particular strengths? (e.g., what do you bring to the role of councillor that you think is particularly good?)

Prompts ...

What new areas have I identified for development?

How do I deal with new information?

Are my arguments always concise, meaningful and easily understood?

Am I constructive in my criticism?

Am I fair, objective and rigorous when challenging processes or people?

Can you illustrate these strengths by writing down examples of things you think you have done well over the past year?

In which of these areas would you like to improve and how?

Regulating and monitoring

This skill set relates to the more judicial aspects of the role that require councillors 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.

Positive

- ✓ Understands and acts on their judicial role in meeting legal responsibilities (e.g., duty of care, corporate parenting)
- ✓ Uses evidence to evaluate arguments and make independent, impartial judgements
- ✓ Chairs meetings effectively, follows protocol to make sure all views are explored and keeps process on track
- ✓ Follows legal process, balances public needs and local policy
- ✓ Monitors others' performance and intervenes when necessary to ensure progress
- ✓ Is committed to self-development, seeks feedback and looks for opportunities to learn
- ✓ Understands and abides by the councillor's code of conduct

Negative

- ✗ Doesn't declare personal interests, makes decisions for personal gain
- ✗ Fails to check facts or consider all sides and makes subjective or uninformed judgements
- ✗ Leaves monitoring and checks on progress to others
- ✗ Makes decisions without taking advice, considering regulations or taking account of wider issues
- ✗ Misses deadlines, leaves business unfinished and lacks balance between council and other commitments

Self Reflective Learning

How am I at regulating and monitoring?	
What do you think are your particular strengths? (e.g., what do you bring to the role of councillor that you think is particularly good?)	Prompts ... How well do I understand and act on my judicial role? (e.g., corporate parenting) How effectively do I chair meetings? Do I know enough about legal process? Are my judgements based on evidence? Do I monitor others to ensure progress? When have I sought feedback or looked for opportunities to learn?
Can you illustrate these strengths by writing down examples of things you think you have done well over the past year?	
In which of these areas would you like to improve and how?	

Some questions and answers

All these behaviours look very daunting, aren't they a little unrealistic?

There are many different ways in which local councillors can perform their roles well, and no two councillors are likely to perform their roles in exactly the same way. Every member has their unique areas of strength as well as areas they would like to improve.

The framework provides a starting point for individual councillors to reflect on their own skill profile, before deciding what they want to develop and how. Some councillors might decide that they want to be excellent in all areas, whereas others might prefer to focus on one or two key areas.

Why is political understanding included?

Most councillors are affiliated to a political party. Even if standing as an Independent, values form an important guide for the electorate in deciding how to vote. Political systems are at the heart of local government and to be successful, councillors must be able to understand the processes by which decisions are taken and how influence is exerted.

However, there is also an ongoing need for political skill with a small 'p'. Political skill means being able to influence and persuade others, and the ability to mobilise support to achieve objectives. Members must be able to work in political environments inside and outside the council.

What learning resources are available to me?

There is a growing array of learning resources available to councillors. However, learning and development should be based on a needs analysis and the learning objectives clearly described. The framework provides a basis for conducting individual and organisational learning needs analyses. Once the needs have been identified the types of development

opportunities available might include:

- member handbooks
- new councillor handbook
- induction training
- officer briefings
- guidance notes
- e-learning resource packs
- workshops/seminars
- external training and know-how
- work shadowing
- visits to other councils
- mentoring and coaching
- training
- learning needs analysis
- 360-degree review.

Please speak to Democratic Services in the first instance for development support.

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Havant Borough Council

councillor competency framework

Havant
BOROUGH COUNCIL

Cleaner, Safer,
More Prosperous

Introduction

Councillors by their very nature have strong leadership instincts and we must continuously develop those skills to ensure that we are able to meet the challenges, opportunities and risks that come with the Localism agenda.

The landscape is far more complex than it was a decade ago and local government has a democratic right to provide leadership across a geographic area, not confined to local government services, but a right to influence every aspect of services provided locally.

Developing new leadership skills to meet this challenge is vital and it is through shared learning that Councillors can and will maximise the opportunity to provide genuine local leadership of place.

At Havant Borough Council our vision is to be financially sustainable, to provide public service excellence and to deliver economic growth. This will be achieved through delivering services in a very different way which continue to add value to our customers' lives.

To achieve this we need highly skilled Councillors who can embrace change, show strong leadership and lobby for support.

Councillors play a key leadership role in making this vision a reality. At the heart of this is ensuring Councillors have the right knowledge and skills to achieve this.

What is the Councillor Competency Framework?

To be effective in any job you need to know what is required of you and have the knowledge and skills to achieve it. Teachers, doctors, plumbers and chief executives are not born with the knowledge and skills they need

for their jobs – these are learned, practised and improved over time.

This framework is based on the LGA Political Skills Framework which was originally drafted in 2004 and revised again in 2007 in recognition of the substantial culture change in attitudes towards political roles and how they should be carried out. This included the growing recognition of the need for training and development amongst councillors themselves.

The Councillor Competency framework sets out the key knowledge and skills needed to support new and experienced councillors in their efforts to develop the knowledge and skills to be effective in their role.

The framework reflects the fact that whilst councillors' responsibilities may remain largely unaltered, they have evolved over time and the political and social environment in which they carry out these responsibilities has changed fundamentally. New council structures, vastly increased use of new technology and social media, public sector spending cuts, and rising public expectations (to name but a few) are all having a profound effect on how councillors undertake their role.

Six core skills for councillors

There are six core skill areas for all councillors which are detailed in this framework. These are:

Local leadership

This refers to the need for councillors to engage with members of their community in order to learn about issues of local concern and help to facilitate a vision for the locality. It involves encouraging trust and respect between individuals and groups by mediating fairly and constructively between different organisations and sections of the community.

Partnership working

This aspect of the councillor role focuses on the need to build good relationships with others (i.e. colleagues, officers, community groups and other organisations) by identifying and 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

This skill area 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 their community using different forms of media.

Political understanding

This skill set 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. It recognises that councillors need to work across group boundaries at times, yet still be able to maintain their own political integrity.

Scrutiny & Challenge

Scrutiny and challenge is an important day-to-day aspect of the councillor role. Councillors need to act as a critical friend by identifying opportunities for scrutiny inside and outside the council, and by providing constructive challenge and feedback to others. 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 skill set relates to the more judicial aspects of the role that require councillors 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.

Positive and negative indicators

Each of the skill set definitions describe what is expected of councillors if they are to be effective and influential in their role.

It is recognised that there is no 'one best way' to be a councillor. Each member will approach their role as a community leader in a very different way from their colleagues, but by discussion with over 350 members and officers the indicators contained within the Political Skills Framework and incorporated into the Councillor Competency Framework reflect commonly held views about what might be considered excellent and poor councillor behaviour.

Positive (desirable) behaviours and negative (undesirable) behaviours are included for each of the skill sets. No councillor could be expected to demonstrate excellent levels of positive behaviour all of the time, and never demonstrate any negative behaviour, but excellent councillors generally demonstrate far more positive than negative characteristics.

These behaviours are described as positive and negative indicators because they provide an indication of the types of behaviour that councillors associate with excellent and poor performance. They are not meant to be prescriptive – but rather to help councillors and those who work with them reflect on how they perform their role and how what they do fits with each of the skill areas. They also provide a way to foster a shared understanding of what constitutes excellent councillor performance among the wider community.

Local leadership

This refers to the need for councillors to engage with members of their community in order to learn about issues of local concern and help to facilitate a vision for the locality. It involves encouraging trust and respect between individuals and groups by mediating fairly and constructively between different organisations and sections of the community.

Positive

- ✓ Engages with their community, canvasses opinion and looks for new ways of representing people
- ✓ Keeps up-to-date with local concerns by drawing information from diverse sources, including hard to reach groups
- ✓ Encourages trust and respect by being approachable, empathising and finding new ways to engage with others
- ✓ Creates partnerships with different sections and groups in the community and ensures their involvement in decision-making
- ✓ Mediates fairly and constructively between people and groups with conflicting needs
- ✓ Works with others to develop and champion a shared local vision

Negative

- ✗ Doesn't engage with their community, waits to be approached and is difficult to contact
- ✗ Maintains a low public profile, not easily recognised in their community
- ✗ Treats groups or people unequally, fails to build integration or cohesion
- ✗ Has a poor understanding of local concerns and how these might be addressed
- ✗ Concentrates on council processes rather than people
- ✗ Is unrealistic about what they can achieve and fails to deliver on promises

Self reflective learning

How do I see myself as a ward member?	
What do you think are your particular strengths? (e.g., what do you bring to the role of councillor that you think is particularly good?)	Prompts... How is my role changing and what is driving that change What sections of my community have I engaged with and canvassed opinion? How have I looked for new ways of representing people? How up-to-date am I on local concerns? Would others see me as approachable? Who have I built partnerships with? When did I last act as a mediator? How do I champion others' needs?
Can you illustrate these strengths by writing down examples of things you think you have done well over the past year?	
In which of these areas would you like to improve and how?	

Partnership Working

This aspect of the councillor role focuses on the need to build good relationships with others (i.e. colleagues, officers, community groups and other organisations) by identifying and 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.

Positive

- ✓ Works proactively to build good relationships with colleagues, officers, community groups and other organisations
- ✓ Emphasis on achieving shared goals by maintaining focus and mobilising others
- ✓ Knows when to delegate, provide support or empower others to take responsibility
- ✓ Makes people from all backgrounds feel valued, trusted and included (e.g., says 'thank you')
- ✓ Understands and acts on their role in building and shaping key partnerships at local, regional and national levels
- ✓ Understands how and when to assert authority to resolve conflict or deadlock effectively

Negative

- ✗ Prefers to exert control and impose solutions by using status rather than through persuasion and involving others
- ✗ Fails to recognise or make use of others' skills and ideas
- ✗ Typically avoids working with people with different views or political values
- ✗ Prefers to act alone and fails to engage or network with others
- ✗ Often uses divisive tactics to upset relationships within their group, or council policies and decisions
- ✗ Defensive when criticised, blames others and doesn't admit to being wrong

Self reflective learning

How am I working in partnership?	
<p>What do you think are your particular strengths? (e.g., what do you bring to the role of councillor that you think is particularly good?)</p>	<p>Prompts...</p> <p>Do I have good relationships with colleagues and officers?</p> <p>How do I help others build partnerships?</p> <p>How do I support and empower others?</p> <p>Do I value and include people from different backgrounds?</p> <p>What networks and partnerships have I developed?</p> <p>Do I stay calm and focused under pressure?</p> <p>Am I engaging with all relevant groups within my ward?</p>
<p>Can you illustrate these strengths by writing down examples of things you think you have done well over the past year?</p>	
<p>In which of these areas would you like to improve and how?</p>	

Communication skills

This skill area recognises the need for councillors need 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 their community using different forms of media.

Positive

- ✓ Provides regular feedback to people, making sure they are kept informed and manages expectations
- ✓ Regularly informs and communicates with their community using all available media (e.g., internet newsletters and email)
- ✓ Listens to others, checks for understanding and adapts their own communication style as required
- ✓ Creates opportunities to communicate with different sectors, including vulnerable and hard to reach groups
- ✓ Speaks confidently in public settings (e.g., in council and community meetings, and the media)
- ✓ Communicates clearly in spoken and written forms (e.g., uses appropriate language and avoids jargon or 'council speak')

Negative

- ✗ Slow to respond to others; tends to communicate only when necessary
- ✗ Doesn't listen when people are speaking and uses inappropriate or insensitive language
- ✗ Communicates in a dogmatic and inflexible way
- ✗ Unwilling to deliver unpopular messages, uses information dishonestly to discredit others
- ✗ Tends not to participate in meetings and lacks confidence when speaking in public
- ✗ Presents confused arguments using poor language and style

Self reflective learning

How am I communicating with others?	
<p>What do you think are your particular strengths? (e.g., what do you bring to the role of councillor that you think is particularly good?)</p>	<p>Prompts...</p> <p>How regularly do I communicate with different sections of the community?</p> <p>What different methods do I use to communicate?</p> <p>How well do I listen and adapt to others?</p> <p>Do I feel comfortable using technology to communicate with people?</p> <p>Am I confident when speaking in public?</p> <p>Do I feedback regularly to others to keep them informed?</p>
<p>Can you illustrate these strengths by writing down examples of things you think you have done well over the past year?</p>	
<p>In which of these areas would you like to improve and how?</p>	

Political understanding

This skill set 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. It recognises that councillors need to work across group boundaries at times, yet still be able to maintain their own political integrity.

Positive

- ✓ Demonstrates a consistency in views and values through their decisions and actions
- ✓ Helps to develop cohesion within and between different groups and also between different groups and the council
- ✓ Clearly communicates political values through canvassing and campaigning
- ✓ Actively develops their own political intelligence (e.g., understanding local and national political landscapes)
- ✓ Looks for ways to promote democracy and increase public engagement
- ✓ Is able to put party politics aside and work across political boundaries when required, without compromising political values

Negative

- ✗ Lacks integrity, has inconsistent political values and tends to say what others want to hear
- ✗ Puts personal motives first or changes beliefs to match those in power
- ✗ Has poor knowledge of group manifesto, values and objectives
- ✗ Fails to support political colleagues in public
- ✗ Doesn't translate group values into ways of helping the community
- ✗ Lacks a clear political vision of what they would like to achieve

Self reflective learning

How am I at political understanding?	
<p>What do you think are your particular strengths? (e.g., what do you bring to the role of councillor that you think is particularly good?)</p>	<p>Prompts ...</p> <p>How have I promoted democracy and increased public engagement?</p> <p>Are my values clear and reflected in what I do?</p> <p>How do I build cohesion between members of my own group?</p> <p>Can I work effectively in other political environments (e.g., outside council)?</p> <p>How have I developed my political intelligence?</p> <p>How well do I work with people with different views and values?</p>
<p>Can you illustrate these strengths by writing down examples of things you think you have done well over the past year?</p>	
<p>In which of these areas would you like to improve and how?</p>	

Scrutiny & Challenge

Scrutiny and challenge is an important day-to-day aspect of the councillor role. Councillors need to act as a critical friend by identifying opportunities for scrutiny inside and outside the council, and by providing constructive challenge and feedback to others. To be effective in this role, councillors need to analyse information quickly and present arguments that are concise, meaningful and easily understood.

Positive

- ✓ Identifies areas suitable for scrutiny and ensures that citizens and communities are involved in the scrutiny process
- ✓ Quickly understands and analyses complex information
- ✓ Presents concise arguments that are meaningful and easily understood
- ✓ Understands the scrutiny process, asks for explanations and checks that recommendations have been implemented
- ✓ Objective and rigorous when challenging process, decisions and people
- ✓ Asks challenging but constructive questions

Negative

- ✗ Doesn't prepare well or check facts and draws biased conclusions
- ✗ Too reliant on officers, tends to back down when challenged
- ✗ Fails to see scrutiny as part of their role
- ✗ Too focused on detail, doesn't distinguish between good, poor and irrelevant information
- ✗ Uses scrutiny resources inappropriately (eg, on issues over which they have no influence)
- ✗ Overly aggressive: prefers political 'blood sports' to collaboration and uses scrutiny for political gain

Self reflective learning

How am I at political development/assurance?	
What do you think are your particular strengths? (e.g., what do you bring to the role of councillor that you think is particularly good?)	Prompts ... What new areas have I identified for development? How do I deal with new information? Are my arguments always concise, meaningful and easily understood? Am I constructive in my criticism? Am I fair, objective and rigorous when challenging processes or people?
Can you illustrate these strengths by writing down examples of things you think you have done well over the past year?	
In which of these areas would you like to improve and how?	

Regulating and monitoring

This skill set relates to the more judicial aspects of the role that require councillors 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.

Positive

- ✓ Understands and acts on their judicial role in meeting legal responsibilities (e.g., duty of care, corporate parenting)
- ✓ Uses evidence to evaluate arguments and make independent, impartial judgements
- ✓ Chairs meetings effectively, follows protocol to make sure all views are explored and keeps process on track
- ✓ Follows legal process, balances public needs and local policy
- ✓ Monitors others' performance and intervenes when necessary to ensure progress
- ✓ Is committed to self-development, seeks feedback and looks for opportunities to learn
- ✓ Understands and abides by the councillor's code of conduct

Negative

- ✗ Doesn't declare personal interests, makes decisions for personal gain
- ✗ Fails to check facts or consider all sides and makes subjective or uninformed judgements
- ✗ Leaves monitoring and checks on progress to others
- ✗ Makes decisions without taking advice, considering regulations or taking account of wider issues
- ✗ Misses deadlines, leaves business unfinished and lacks balance between council and other commitments

Self Reflective Learning

How am I at regulating and monitoring?	
<p>What do you think are your particular strengths? (e.g., what do you bring to the role of councillor that you think is particularly good?)</p>	<p>Prompts ...</p> <p>How well do I understand and act on my judicial role? (e.g., corporate parenting)</p> <p>How effectively do I chair meetings?</p> <p>Do I know enough about legal process?</p> <p>Are my judgements based on evidence?</p> <p>Do I monitor others to ensure progress?</p> <p>When have I sought feedback or looked for opportunities to learn?</p>
<p>Can you illustrate these strengths by writing down examples of things you think you have done well over the past year?</p>	
<p>In which of these areas would you like to improve and how?</p>	

Some questions and answers

All these behaviours look very daunting, aren't they a little unrealistic?

There are many different ways in which local councillors can perform their roles well, and no two councillors are likely to perform their roles in exactly the same way. Every member has their unique areas of strength as well as areas they would like to improve.

The framework provides a starting point for individual councillors to reflect on their own skill profile, before deciding what they want to develop and how. Some councillors might decide that they want to be excellent in all areas, whereas others might prefer to focus on one or two key areas.

Why is political understanding included?

Most councillors are affiliated to a political party. Even if standing as an Independent, values form an important guide for the electorate in deciding how to vote. Political systems are at the heart of local government and to be successful, councillors must be able to understand the processes by which decisions are taken and how influence is exerted.

However, there is also an on going need for political skill with a small 'p'. Political skill means being able to influence and persuade others, and the ability to mobilise support to achieve objectives. Members must be able to work in political environments inside and outside the council.

What learning resources are available to me?

There is a growing array of learning resources available to councillors. However, learning and development should be based on a needs analysis and the learning objectives clearly described. The framework provides a basis for conducting individual and organisational learning needs analyses. Once the needs have been identified the types of development

opportunities available might include:

- member handbooks
- new councillor handbook
- induction training
- officer briefings
- guidance notes
- e-learning resource packs
- workshops/seminars
- external training and know-how
- work shadowing
- visits to other councils
- mentoring and coaching
- training
- learning needs analysis
- 360-degree review.

Please speak to Democratic Services in the first instance for development support.

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NON EXEMPT

EAST HAMPSHIRE DISTRICT COUNCIL & HAVANT BOROUGH COUNCIL

Joint HR Committee

21st October 2015

Shared Parental Leave Procedure
Report of: **Angela Sturgess HR Advisor (HR)**

FOR DECISION

**Portfolio: Governance & Logistics: Councillor Wilson (HBC) &
Deputy Leader and Property and Contracts Councillor Millard (EHDC)**

1.0 Purpose of report

- 1.1 This report provides Joint HR Committee (JHR) with an overview of the proposed Shared Parental Leave Procedure which has been drafted for use across East Hampshire District Council (EHDC) and Havant Borough Council (HBC).
- 1.2 This procedure will ensure that there is an agreed approach to shared parental leave which has been drafted to comply with statutory legislation.

2.0 Recommendation

RECOMMENDED

- 2.1 That the members of Joint HR Committee are asked to:
 - a) approve the attached Shared Parental Leave Procedure for use across both Councils.

3.0 Introduction

- 3.1 In April 2015 the coalition government introduced new legislation to allow parents to share the time that they care for their children. This covered children born on or after the 5th April 2015 and applied to all parents of children including those who were adopted or born through surrogacy.

3.2 In summary, the new rules allow parents to share the time they have off work to care for children who are born or placed for adoption on or after the 5th April 2015. The maximum amount of time that can be shared is 12 months and this is what the new legislation calls Shared Parental Leave. To support parents financially, the new legislation affords the provision of Shared Parental Pay.

3.3 This paper highlights the key aspects of the new legislation and proposes the adoption of the new policy to comply with the changes in legislation.

4.0 Subject of the report

4.1 The attached policy at Appendix A has been developed to support staff with the process for determining eligibility and to provide an understanding of how the rules work in practice.

4.2 The procedure aims to ensure that all requests for Shared Parental Leave are dealt with in a reasonable manner and with sufficient information to ensure the Council can respond.

4.3 This procedure applies to all employees who meet the eligibility criteria.

To be eligible for Shared Parental Leave, the child's mother or the adoptive parent must be eligible for maternity leave or pay, maternity allowance or adoption leave or pay.

4.4 Employees who wish to take Shared Parental Leave must:

- have at least 26 weeks continuous service by the end of the 15th week before the due date (or by the date you are notified of a match for adoption),
- still be employed by the council when they take Shared Parental Leave,
- have (or are expected to have) parental responsibility for the child, and provide the correct notice, including a declaration that their partner meets the employment and income requirements for Shared Parental Pay.

4.5 Employees may be eligible for Shared Parental Pay during a period of Shared Parental Leave if:

- they qualify for Statutory Maternity Pay, or Statutory Adoption Pay, or
- they qualify for Statutory Paternity Pay and their partner qualifies for Statutory Maternity Pay, or Statutory Adoption Pay

4.6 If employees are eligible for Shared Parental Leave they can take the leave together or at different times. They may request Shared Parental Leave in continuous or discontinuous periods. A continuous period would be where they take the Shared Parental Leave in a fixed block of, for example, one month. A discontinuous period would be where they ask to take the leave in shorter blocks, so for example, ask to take every other week off over a period of eight weeks.

4.7 The circumstances for each individual are varied and the eligibility criteria and notification requirements are complex. As such, the HR team will be trained in the practical application of this policy to ensure individual support and guidance can be offered to staff who wish to explore the procedure.

5.0 Implications

Financial

- 5.1 As an employer, you can usually reclaim 92% of employees' Statutory Maternity (SMP), Paternity, Adoption and Shared Parental Pay.

As such, there will be a cost implication of 8% for Shared Parental Pay when a partner who is an employee of the council applies for Shared Parental Leave.

Legal

- 5.2 The development of this procedure ensures each Council meets its statutory requirements.

Strategy

- 5.3 Not applicable – this is required due to new legislation.

Customer access

- 5.4 None to report.

Risks

- 5.5 None to report.

Communications/Public Relations

- 5.6 The procedure will need to be communicated to staff following consultation with UNISON. We do not anticipate any significant concerns with regards to this procedure.

East Hampshire/Havant

- 5.7 This procedure will be suitable for use across both councils.

6.0 Links to other projects

- 6.1 The development and implementation of this procedure supports the delivery of the People Plan and in particular the rolling programme of policy development for each Council.

7.0 Conclusions

- 7.1 The implementation of this procedure is necessary in order for each council to meet its statutory obligations. It will enable managers and the HR team to support staff with requests for Shared Parental Leave and Shared Parental Pay and introduce a formal process for dealing with such requests.

8.0 Recommendations

8.1 For Joint HR Committee members to approve the procedure as detailed at Appendix A.

Appendices:

Appendix A - Shared Parental Leave Procedure

Agreed and signed off by:

Executive Head for Governance and Logistics: 2.10.15

Legal Services: 5.10.15

Executive Head for Marketing and Development: 2.10.15

Contact Officer: Angela Sturgess
Job Title: HR Advisor
Telephone: 02392 446491
E-Mail: angela.sturgess@havant.gov.uk
Angela.sturgess@easthants.gov.uk

Overview of Shared Parental Leave

Shared parental leave enables mothers to:

- Commit to ending their maternity leave and pay at a future date, and to share the untaken balance of leave and pay as shared parental leave with their partner, or
- To return to work early from maternity leave and opt-in to shared parental leave and pay at a later date.

Shared parental leave is designed to allow couples greater freedom to decide how to take their family-friendly leave. Shared parental leave is also available to **adoptive parents**.

If you or your partner are expecting a child on or after the 5th April 2015, or you are adopting a child and your match date is on or after the 5th April 2015, you may qualify for statutory rights to Shared Parental leave (SPL) and Statutory Shared Parental Pay (ShPP). In order to take either of these you will have to meet eligibility criteria.

The attached procedure has been provided to support you with the process for determining eligibility and to provide you with an understanding of how this works in practice. In addition to this procedure, the HR team are also available to offer you individual support and guidance.

You and your partner must determine your own eligibility to this provision. You can do this by visiting <https://www.gov.uk/pay-leave-for-parents>. This is an online tool to assist you and your partner determine eligibility. It will also calculate your entitlements. If after using this tool, you determine that you qualify for SPL/ShPP and wish to take it you must notify the Council of your intention and you must also ensure that the Council receives a signed declaration from your partner. (Please refer to the forms at the end of this procedure which have been developed to help you with the notification process).

The eligibility criteria and the notification requirements for SPL are complex. If you are considering taking SPL you are encouraged to talk to your line manager or a member of the HR team about the sort of arrangements you might like. Early discussion may mean you can reach early agreement and formalise the arrangement through the notification process.

Shared Parental Leave Procedure

DRAFT

1 PURPOSE

- 1.1 (Insert name of Council) The procedure aims to ensure that all requests are dealt with in a reasonable manner and with sufficient information to ensure the Council can respond.
- 1.2 If your baby is due, or you are adopting a child on or after 5 April 2015, you may be entitled to Shared Parental Leave (SPL) and Shared Parental Pay (ShPP). SPL and ShPP allows parents the opportunity to share an entitlement to time off and pay during the first year of a child's life, or the first year following adoption.
- 1.3 The right to maternity or adoption leave and pay remains in place but if you choose to bring your maternity or adoption leave and pay to an end early then eligible working parents are able to share the balance of the remaining leave and pay as SPL and ShPP. Partners of the mother or primary adopter maintain their entitlement to up to two weeks paternity leave and pay, but this will be deducted from any available SPL and ShPP. Depending on your eligibility, SPL and/or ShPP may be available to one or both parents.

2 SCOPE

- 2.1 This procedure applies to all employees who meet the eligibility criteria regardless of gender, gender reassignment, pregnancy, maternity and paternity, race, religion or belief, disability, sexual orientation, age, part-time, fixed term, trade union or public interest disclosure status.

3 ELIGIBILITY

3.1 Shared Parental Leave

To be eligible for SPL, the child's mother or the adoptive parent must be eligible for maternity leave or pay, maternity allowance or adoption leave or pay.

If you wish to take SPL you must:

- have at least 26 weeks continuous service by the end of the 15th week before the due date (or by the date you are notified of a match for adoption),
- still be employed by the council when you take SPL,
- have (or are expected to have) parental responsibility for the child, and
- give the correct notice, including a declaration that your partner meets the employment and income requirements for SPL. Please request a notification form from the HR team.

3.2 Shared Parental Pay (ShPP)

You may be eligible for ShPP during a period of SPL if:

- you qualify for Statutory Maternity Pay, or Statutory Adoption Pay, or
- you qualify for Statutory Paternity Pay and your partner qualifies for Statutory

Maternity Pay, or Statutory Adoption Pay

4 ENTITLEMENT

- 4.1 If you are eligible and you or your partner bring your maternity or adoption leave and pay to an end early, then you may:
- take the remaining balance of the 52 weeks' leave as SPL
 - be paid the current rate of ShPP in line with other statutory rates for the balance of the 39 weeks' pay period.
- 4.2 The mother must take a minimum of 2 weeks' maternity leave following the birth, therefore the maximum leave that can be shared is 50 weeks and the maximum pay to be shared is 37 weeks.
- 4.3 If your partner is eligible for SPL you can take the leave together or at different times. You may request SPL in continuous or discontinuous periods. A continuous period would be where you take your SPL in a fixed block of, for example, one month. A discontinuous period would be where you ask to take your leave in shorter blocks, so for example you might ask to take every other week off over a period of eight weeks.

5 STARTING AND TAKING SPL

- 5.1 For SPL to begin, the mother or adopter must do one of the following:
- end their maternity or adoption leave by returning to work
 - give their employer binding notice of the date when they'll end their maternity or adoption leave (at least 8 weeks beforehand)
 - end adoption pay, maternity pay or Maternity Allowance (if they are not entitled to maternity leave).
- 5.2 SPL can start for the partner whilst the mother or adopter is still on maternity or adoption leave provided the mother/adopter has given binding notice to end their leave (or pay if they are not entitled to leave).

6 NOTIFICATION REQUIREMENTS

6.1 Written notice of entitlement

If you wish to take SPL you must provide written notice of your entitlement to SPL and ShPP. This notice must include the following information:

- your partner's name
- the start and end dates of maternity or adoption leave
- the total amount of SPL and ShPP available and how much you and your partner intend to take
- confirmation that you are sharing childcare responsibility with your partner.

You must also provide a signed declaration from your partner, stating the following:

- their name, address and national insurance number
- confirmation that they satisfy the qualifying requirements for SPL

- that they agree to you taking SPL and ShPP.

If we ask you for a copy of the child's birth certificate and the name and address of your partner's employer you must provide this to the Council within '14' days.

6.2 Total number of notices

You may only give a maximum of three notices to take SPL. The following do not count towards this maximum:

- any notices withdrawn by the Council because the request is for discontinuous leave
- any notice that varies an earlier notice because the child is born earlier or later than expected
- any notice where you change your mind providing you have given at least 8 weeks' notice before the original start date.

6.3 Notice to take SPL

In addition to providing the notice of entitlement set out above, you must provide notice of each particular period of SPL you wish to take. The notice must be given at least 8 weeks before the start date of the first period of leave you are requesting.

Notice for SPL at the time of the birth or adoption

If you are giving notice for a period of SPL just after the expected birth or adoption then the notice must contain a start date that is on the birth/adoption of the child or that is expressed as a number of days following the birth or adoption, and an end date expressed as a number of days following the birth or adoption.

6.4 Notice of a continuous period of leave

If you provide notice of a continuous period of SPL (e.g. to take one month of SPL in one go) you will be entitled to take that leave.

6.5 Notice of a discontinuous period of leave

If you request discontinuous periods of SPL (e.g. you ask to take off every other week over a period of eight weeks), then we will consider your request and give you a decision within two weeks of receiving it. We may:

- agree to the leave
- propose alternative dates to you or
- refuse the request.

Requests will be considered against business need. We will usually want to meet with you to discuss your request if we don't think we can agree to it.

If we agree to the requested SPL dates or we agree alternative dates with you within

the two week period, then the agreement will be binding and you are entitled to take that leave.

If we cannot reach agreement within the two week period, then you may choose to take the total amount of SPL requested in one continuous block. Where this is the case you must choose a start date for SPL which cannot be sooner than eight weeks after your original notice was given. You must give us your new start dates within five days of the end of the two-week period. If you don't provide a new date then your leave will start on the date given in your original notice.

You may, if you wish, decide to withdraw a request for discontinuous SPL. This request will not count towards the 3 blocks of leave that you can request provided you do so before we have agreed a period of leave with you, and within 14 days of providing notice of your request.

6.6 Requesting a variation to leave

Any dates indicated in your notice of entitlement are not binding. If you wish to request a variation to either a period of continuous or discontinuous leave you must set out your request in writing. Any variation notice must also be signed by your partner. Your request should set out the SPL periods you are entitled to (i.e. what has already been agreed) and then you may:

- vary the start or end of any period of SPL (provided you give at least 8 weeks' notice)
- ask for a single period of leave to become discontinuous or vice versa
- cancel completely or vary the amount of leave requested (provided you give at least 8 weeks' notice)

6.7 Cancelling the decision to end maternity or adoption leave

In certain circumstances the mother or adopter may be able to change the decision to end maternity or adoption leave early provided the planned end date has not already passed and she has not already returned to work.

These circumstances are where:

- you find out during the 8 week notice period that neither partner is eligible for SPL or ShPP
- the mother or adopter's partner has died, or
- the mother gave notice before the birth and then tells her employer less than 6 weeks after the birth.

7 SHARED PARENTAL LEAVE IN TOUCH DAYS (SPLIT)

7.1 You and your partner can work for up to 20 days each during SPL. These days are known as SPLIT days and may be taken in addition to the 10 Keeping in Touch days already available if you are taking maternity or adoption leave.

7.2 There is no obligation for you to work, or for us to offer you any SPLIT days but where such days are agreed, payment will be agreed in advance and provided you do not work more than the maximum, your entitlement to ShPP will be unaffected.

8 Related Procedures

- Maternity Procedures
- Adoption Leave
- Paternity Leave
- Time off for Dependants
- Parental Leave

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NON EXEMPT

EAST HAMPSHIRE DISTRICT COUNCIL & HAVANT BOROUGH COUNCIL

Joint HR Committee

21st October 2015

Induction and Probation Procedure
Report of: **Michelle Wakefield,**
HR Business Partner

FOR DECISION

**Portfolio: Governance & Logistics: Councillor Wilson (HBC) &
Deputy Leader and Property and Contracts Councillor Millard (EHDC)**

Key Decision: No

1.0 Purpose of Report

- 1.1 This report provides an overview of the proposed Induction and Probation Procedure which has been drafted for use across East Hampshire District Council (EHDC) and Havant Borough Council (HBC)..
- 1.2 This procedure has been designed to ensure that there is an agreed approach to both induction and probation processes.

2.0 Recommendation

RECOMMENDED

- 2.1 That the members of Joint HR Committee are asked to:
 - a) approve the attached Induction and Probation Procedure for use across both Councils.

3.0 Introduction

- 3.1 Both Councils currently have different approaches to managing probation for new members of staff. In summary, EHDC has a 'Short Capability Procedure (Staff on Probation)' document which details the EHDC approach to managing underperformance/poor attendance for new employees. HBC has a 'Managing Probation Procedure' which details the HBC approach.
- 3.2 There is also an informal approach to induction content and delivery which is not commonly known by all recruiting managers and has evolved over time without being agreed by either employer.

3.3 The aim of the Induction and Probation Procedure is to draw together practices for both induction and probation. This will ensure there are consistent practices in place so robust and fair decisions can be made regarding continuing employment.

4.0 Subject of the report

4.1 The attached procedure has been developed to primarily support line managers with the process for inducting new members of staff to each Council, and to set out the decision-making processes surrounding probation for line managers and new staff.

4.2 The procedure aims to ensure that all new members of staff receive an appropriate induction into their role and that their performance is monitored. In addition this procedure aims to ensure that decisions made regarding probation are fair and proportionate taking into account all circumstances.

4.3 This procedure ensures that all members of staff beginning a new role are subject to a probation procedure. This includes individuals who have transferred from another Local Authority, become an employee of one of the Councils having been previously placed through an employment agency, existing staff transferring into a new role within the Council, and placement through an internal or external secondment arrangement. Inclusion of these parameters in the procedure, together with a robust probation process, will ensure that the Councils continue the employment of competent staff members only and do not compromise the delivery of future business plans.

4.4 The Capability and Disciplinary Procedures of each Council will not apply during a probationary period. All performance (including conduct) and attendance issues will be addressed through this procedure.

4.5 Long term sickness absence during a probation period will be dealt with through absence management procedures and decisions taken will be based on individual circumstances.

4.6 Probation periods will be extended for a maximum of three months and will only be agreed in exceptional circumstances. This decision will be taken by the relevant Executive Head with support from Human Resources.

4.7 Human Resources will undertake a feedback exercise with the employee at the end of the probation period, to gather views on the quality and relevance of the induction process and probationary period activities. This will inform the Council's practices in relation to induction and probation in future.

5.0 Implications

Financial

5.1 There are no financial implications to report with this item.

Legal

- 5.2 There are no legal implications associated with this report.

Strategy

- 5.3 This procedure ensures staff employed by the Councils are appropriate for the post they have been employed/placed into, thereby supporting the strategies and business plans of each Council.

Customer access

- 5.4 None to report.

Risks

- 5.5 None to report.

Communications/Public Relations

- 5.6 The procedure will need to be communicated to staff following consultation with UNISON. We do not anticipate any significant concerns with regards to this procedure.

East Hampshire/Havant

- 5.7 This procedure will be suitable for use across both councils.

6.0 Links to other projects

- 6.1 The development and implementation of this procedure supports the delivery of the People Plan and in particular supports talent management processes.

7.0 Conclusions

- 7.1 The implementation of this procedure is necessary in order for the councils to employ appropriately qualified and committed members of staff. It will enable line managers to plan a clear induction process and to manage any issues arising during the probation period.

8.0 Recommendations

- 8.1 For Joint HR Committee to approve the attached Induction and Probation Procedure.

Agreed and signed off by:

Executive Head for Governance and Logistics: 2.10.15

Legal Services: 5.10.15

Executive Head for Marketing and Development:

Contact Officer: Michelle Wakefield
Job Title: HR Business Partner
Telephone: 02392 446046
E-Mail: michelle.wakefield@easthants.gov.uk
michelle.wakefield@havant.gov.uk

Section 1 - Purpose

- 1.1 The Council is committed to providing an effective induction and probation period for employees who are new to the Council or employees transferring into a new role within the Council, either substantively or arising from a secondment arrangement.
- 1.2 Induction activity is designed to support an employee in delivering their new role.
- 1.3 Probation activity is designed to assess an employee's performance in their new role.

Section 2 - Scope

- 2.1 This procedure applies to;
 - all new employees of the Council regardless of previous Local Authority service
 - all employees transferring into a new substantive role within the Council
 - all employees temporarily engaged in a secondment arrangement within the Council, regardless of whether the employee is employed by the Council or another organisation
 - individuals previously engaged through a third party to undertake work for the Council and who have been subsequently engaged as an employee of the Council

Section 3 – Principles

- 3.1 The following principles apply in utilising this procedure;
 - Induction activity will be designed around local needs and location.
 - Induction activity will be planned in advance and relevant to the employee and their role. The line manager is responsible for ensuring all activity directly related to the job role is planned and appropriate.
 - Human Resources is responsible for ensuring all induction activity related to employment with the Council is planned in advance and conducted with the employee as soon as possible after the employee's start date.
 - Management (meaning the relevant line manager, Service Manager, Executive Head, Executive Director or Chief Executive as appropriate) must deal with actions related to probation activity promptly and not unreasonably delay meetings, decisions, or confirmation of those decisions.
 - All concerns arising from an employee's performance, conduct or attendance during their probationary period will be managed under this procedure. The Council's Capability and Disciplinary Procedures will not apply during their probationary period.

- Long term sickness absence during a probation period will be dealt with through the Council's absence management procedure in place at that time.
- Employees leaving the Council as a result of probation activity will be treated fairly and with respect.
- Full written records will be made of probation actions taken under this procedure and these will be kept confidentially and in line with the HR Document Retention Schedule.
- The authority to dismiss an employee rests with the Chief Executive, Executive Director or Executive Head as their delegated authority under the Council's constitution.

Section 4 - Induction Procedure

- 4.1 The recruiting manager will establish the most important items to include in the induction programme which are relevant to the role. The following areas must also be included;
- The critical tasks to be delivered by the employee in their first few months.
 - The business plan for the service and any known future plans.
 - Specific Health and Safety training.
 - Risk assessments as required.
 - Specific IT systems or equipment that the employee will use.
 - Specific training and development needs identified during recruitment stages.
- 4.2 For posts operating within a partnership context, the induction programme must also provide the employee with information on the following;
- The political and legislative framework in which the role, team/Cluster is operating within at that time, and any likely developments.
 - Advice on delivering the role for more than one organisation/working culture.
 - Key contacts including external/political stakeholders in delivering the service.
- 4.3 The line manager should set out an induction plan for the employee which will incorporate as a minimum;

First day:

- Employee meets the line manager at the start of their working day.
- Employee undertakes a Building Induction and receives an ID/access badge.
- Employee is given dates of one to one meetings with their line manager.
- Health & Safety instruction as required on the first day.

First week:

- Employee meets key contacts
- Employee meets with an HR Administration team member

First month:

- Employee attends a face to face Health and Safety Courses, plus any additional training as required for the role.

- Employee undertakes the e-learning mandatory course of the month.

First three months;

- Employee attends a Corporate Induction session

4.4 The HR Administration team is responsible for organising the Building Induction, ID badge, mandatory Health & Safety course attendance, employment induction with the HR Administration team member, access to e-learning and the Corporate Induction session. The line manager is responsible for organising all other induction activity.

Section 5 – Probation Procedure

5.1 All employees will be subject to a probation period in a new role as follows;

- Permanent positions – 6 months
- Fixed term positions and secondments – equivalent to one quarter of the contract length.

5.2 The line manager will meet with the employee at the start of their first day to outline a plan for monitoring performance during their probation period. This will include;

- Setting SMART targets for performance – using the appraisal process and setting targets proportionate to the remainder of the performance year.
- Dates of formal review meetings with the employee during the probation period. The minimum interval is monthly. There is no right for the employee to be accompanied by a representative to these meetings. Notes of the meeting will be taken and kept by the line manager.

Where managers have concerns about the employee's performance, conduct or attendance at any time during the probation period, Human Resources should be contacted to discuss appropriate action.

5.3 Where performance, conduct and attendance are satisfactory during the probation period, the following steps will apply;

- Step 1: The line manager will arrange a meeting with the employee to take place six months from the employee's start date (or at the planned end date of probation if the probation period is shorter than six months).
- Step 2 The line manager will review the formal monthly meeting notes with the employee and confirm that all performance targets have been met and conduct and attendance have been satisfactory.
- Step 3 The line manager and the employee may agree any further development actions where the line manager does not feel performance to date has been unsatisfactory and warrants action under 5.6 (see below).
- Step 4 The line manager will notify Human Resources, who will confirm this in writing to the employee at the end of the probation period.

No further action needs to be taken once the employee is confirmed in post. Normal performance management principles will apply once the probation period has ended.

- 5.4 Human Resources will undertake a feedback exercise with the employee at the end of the probation period, to gather views on the quality and relevance of the induction process and probationary period activities. This will inform the Council's practices in relation to induction and probation.
- 5.6 Where there is evidence of unsatisfactory performance, conduct or attendance, which has not been rectified following feedback at formal review meetings, the following steps will apply;
- Step 1: The line manager will notify Human Resources and the Service Manager (or next level of management).
- Step 2: The line manager will prepare a written report giving details of the following;
- Pre-planned induction activity to support the employee in their new role
 - Dates of and agreed actions arising from formal review meetings during the probationary period
 - Details of the unsatisfactory performance, conduct or attendance
 - Details of support given to the employee to rectify this during the probation period
 - Any other relevant details
- Step 4: The employee will be invited in writing to a formal meeting with the relevant Executive Head giving 5 working days notice and be provided with a copy of the report with the letter at that time. The employee may be accompanied by either an accredited UNISON representative or a fellow colleague.
- Step 5: The line manager will present the report to the Executive Head. A representative from Human Resources will be present to give advice. The Executive Head will make a decision to either;
- Extend the probation period where there are exceptional circumstances for a maximum of 3 months – detailing the length and conditions applicable
 - Terminate the employee's contract of employment
 - If applicable, end the secondment arrangement and return the employee to their substantive post/organisation
- Step 6: Where a probation period is extended and there is continuing evidence of unsatisfactory performance, attendance or conduct, the above steps will be repeated. The line manager will only be required to provide evidence of the relevant issues arising from the extended probationary period.
- Step 7: Where there is evidence of unsatisfactory progress after an extended probation period, the employee will be dismissed from employment unless there are exceptional and extenuating circumstances.
- 5.7 In the event that the contract of employment is ended as a result of this procedure, the employee has a right of appeal in line with the Council's Appeals Procedure.

Section 6 – Agency and Consultants

- 6.1 Staff engaged through a recruitment agency or consultancy are usually placed on a short term basis. Line managers are required to provide an induction programme that is proportionate to the length of the placement. This must include a Building Induction/site induction and Health and Safety instruction as a minimum.
- 6.2 Human Resources will ensure that agency/consultancy contact details and emergency contact details of the individual are held on file for the duration of the placement, to ensure there are emergency contact details available for the individual.
- 6.3 Managers engaging a member of staff temporarily through a recruitment agency **must** advise Human Resources at the start of the placement. Where the placement becomes 12 weeks or longer, Human Resources will advise of any action to be taken in line with the Council's Agency Workers Procedure.

Section 7 - Review

- 7.1 This procedure will be reviewed every 2 years by Human Resources, or at the request of UNISON, or as required to remain consistent with current employment legislation.

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