



Training Programme

2023-2024

Author: Town Clerk

Date of Issues: December 2022

Review: December 2023

**FAVERSHAM TOWN COUNCIL
TRAINING PLAN**

**COUNCILLORS
SCHEDULE OF COMPETENCIES**

Requirement	Knowledge and Skills	Effective Behaviours
Understanding the Role of the Councillor	The extent and limits of a councillor's individual responsibilities and the powers and responsibilities of the Council as a corporate body in law.	Undertakes the role effectively in the council, the community and with partners. Understands the difference between the role of an individual member and the Council as a whole and ensures that this understanding is reflected in their work.
Understanding of the legal basis upon which the Council delivers services to the community	Understanding of the services delivered and the associated governing law, policies, procedures, plans and strategies that are in place to guide the work of the Council.	Is able to describe the work of the Council to the public and contributes to the development of the Council's work.
Understanding the planning system	Understanding of planning law, the development control process and the importance of the local development plan. It would also be helpful for councillors to understand the importance of place or community plans in this context.	Is able to assess planning applications in relation to material considerations, the relevance of technical advisory notes, the link with the local development plan and have an understanding of Section 106 and community infrastructure levy contributions from developers.
Conduct	Understanding of the ethical framework governing the work of councillors, specifically the Code of Conduct. Appreciation of the importance of accountability, integrity and transparency and openness.	Abides by the Code of Conduct at all times, always declares interests when appropriate, seeks advice from the Proper Officer when needed, treats others with respect at all times, demonstrates integrity, values others and never bullies any other councillor or employee, listens and stays calm in difficult situations.

Equality and Diversity	Personal skills in demonstrating respect for others regardless of sex, race, religion, age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity or sexual orientation. Understanding Equalities and Diversity law relating to the work of the Council and the role of the Councillor. Understanding of the need for and what constitutes respectful behaviour towards others.	Demonstrates equalities values in personal behaviour and council decisions. Applies appropriate equalities legislation and demonstrates equalities values in personal behaviour and council decisions. Treats everyone with respect at all times when acting as a councillor whether in the Council, community or political group.
Financial Governance and Accountability	An understanding of the internal and external audit process.	Engages effectively with the audit, inspection and regulatory process within the council, using this information to constructively challenge and support the financial management of the council.
Attendance at and preparation for meetings and other organised events	Understanding of the importance of regular attendance and engagement and the need to prepare effectively for meetings.	Attends meetings and events on a regular basis and gives priority to such attendance. Ensures that all papers included with council agendas are read before the meeting.
Information Management	Understanding and interpreting information and data. Ability to handle data in the format provided by the council. Understanding of the definition of confidentiality and how to handle confidential information - Understanding of the legal requirements of Data Protection and Freedom of Information legislation.	Receives information and data from a variety of sources and is able to store, share and use it effectively and where possible electronically. Does not keep records about people without seeking their agreement. Responds promptly and appropriately to FOI requests. Does not distribute or share confidential or restricted information.
Using ICT and social media	Seeks to develop Skills in all 'Office' applications such as word processing, presentation and spreadsheets and conducts council business electronically. Understands the social media policy of the council.	Communicates with the Clerk and other members electronically and through social media where appropriate.
Working with the Clerk and other employees	Understanding the role of the Clerk and other employees generally and the 'rules' they need to abide by. Skills in acting as a corporate	Maintains professional relationships with employees recognising appropriate boundaries and abiding by the Member Officer Protocol (if adopted). Acts as an effective member of an appointment

	employer. Understanding of the appointments process and interviewing skills.	panel, applying sound HR and equality and diversity principles to secure the best candidate.
Health and Safety	Understanding of Health and Safety legislation in the work of the Council. Understand how to assess risks and ensure personal safety and that of others.	Promotes and ensures the health and safety of everyone in the council. Ensures personal safety when working in the Council and when in groups or alone in the community.
Continuing professional and personal development	Ability to identify personal development needs and to participate in development activities.	Undertakes regular personal development reviews taking account of role descriptions and competency frameworks. Takes responsibility for developing personal skills and knowledge, attends learning and development activities seeking tangible outcomes.
Financial Capability	Understanding of the way councils and services are funded. Understanding and skills in budget setting. Personal financial capability.	Engages effectively in the budget setting process. Is prepared to take hard, evidence-based decisions. Demonstrates skills in numeracy when interpreting data and asking questions.
Sustainable Development	Understanding of issues that impact on future generations such as health and wellbeing, financial security and the environment.	Takes decisions based upon the needs of future generations as well as the current population.
Local Leadership	Knowledge of community groups and leaders. Understanding of community issues and concerns. Ability to seek the views of all relevant parties. Understands the role and functions of the principal council.	Understands the needs of the local community and secures action from the council on behalf of local people. Communicates with the community, individuals and the council to ensure engagement and understanding of all parties.
Chairing	Understanding of meeting protocols and the rules of debate. Ability to manage the agenda, contributions and time. Chairs clearly and authoritatively, enforcing the rules and encouraging fair participation. Manages the agenda by introducing items, summarising debate, focussing on outcomes and limiting contributions which do not contribute to the outcomes.	Ensures that the public feel welcome, understand the meeting purpose and how they can contribute. Commitment to enabling all committee members to develop skills and participate effectively in meetings. Builds relationships with the Clerk to ensure that the work of the council/committee is relevant, well informed and provides the outcomes needed. Work programme development and management Understanding of the subjects within

		<p>the scope of a committee and how these interact with council policies generally and the roles of other committees. Ability to develop a balanced work programme for the committee and clear terms of reference and outcomes for any subgroups. Works with the Clerk and committee members to develop the work plan taking account of the work of other committees.</p> <p>Ensures that the work programme takes account of national, regional and local plans, policies and the expressed needs of the community for services. Makes sure that the committee also takes account of inspections or reports from audit, inspection and regulation bodies.</p>
Civic Leadership	<p>In depth understanding of standing orders and rules of engagement. Effectively chairs meetings of the Full Council demonstrating meeting management and leadership skills. Representing the Council at civic functions Ability to manage the Council's reputation. Skills in public speaking. Skills in relationship management.</p>	<p>Demonstrates high level communication, interpersonal and social skills.</p>

COMMITTEES AND WORKING GROUPS

PROGRAMME OF TRAINING

Committee/Working Group	Knowledge and Skills	Training Requirements
Committee and Working Group Chairs and Vice Chairs		KALC C201: Chairing a Meeting SEK Managing Meetings webinar
Full Council	Law, procedures, roles and responsibilities for Local Councillors, 7 Principles of Public Life, Civility and Respect	NALC The Good Councillors' Guide NALC The Good Councillor's Guide to Cyber Security KALC C101: The Dynamic Councillor: Challenges and Opportunities KALC C111: The Dynamic Councillor: A Workshop Module KALC C202: Professional Conduct Breakthrough Personal Resilience and Emotional Intelligence
Planning Committee	The different players involved in planning, what is controlled by planning, types of planning applications, how planning decisions are made, the role of the local council, material & non-material planning considerations, planning conditions, developer contributions, recent and emerging planning legislation	NALC/CPRE Planning Explained NALC/CPRE How to Respond to Planning Applications KALC P101: Planning for Local Councils: An Introduction Module KALC P111: Making Local Council Planning Work! A Workshop Module

Staffing Committee	Employee rights and obligations, staff development, grievance and disciplinary policies, contracts and recruitment	NALC Being a Good Employer KALC G103 Data Protection Act: Control of Data for Local Councils
Complaints Committee	Procedures and policies	KALC G103 Data Protection Act: Control of Data for Local Councils
Policy and Resources Committee	Rules on precept setting vs budget setting, why set a budget, what goes into a budget, management, review, forecasting, Standing Orders, Financial Regulations	NALC The Good Councillor's Guide on Finance and Transparency KALC F101 : Finance for Local Councils: An Introduction Module KALC F111 : Making Local Finance Work! A Workshop Module SLCC : Budgeting Basics webinar
Active Travel Committee	Terms of Reference, Council's action plan	NALC The Good Councillor's Guide to Transport Planning
Environment Committee	Terms of Reference, Council's action plan	Carbon Literary Course
Community Committee	Terms of Reference, Council's action plan	NALC Local Councils and Youth Provision NALC A Communication Toolkit for Councils KALC G115 Community Development for Local Councils
Heritage and Buildings Working Group	Terms of Reference, Council's action plan	
Equality, Diversity and Inclusion Working Group	Terms of Reference, Council's action plan	SEK Equality, Diversity and Discrimination webinar

Creek Working Group	Terms of Reference, Council's action plan	
Neighbourhood Plan Steering Group	Terms of Reference, Council's action plan	NALC Guide to Neighbourhood Planning

CLERKS (Deputies and Assistants)

SCHEDULE OF COMPETENCIES

1. Understands the roles, responsibilities and duties of the council and of the individuals involved in the work of the council
2. Is able to carry out research so that the council is well-informed for making decisions
3. Can manage the implementing of decisions for which the council is responsible
4. Can organise and maintain effective administrative systems, processes, policies and records
5. Can employ a variety of written and oral communication skills including the use of information and communications technology
6. Can advise the council on its duties and powers
7. Can ensure that all statutory requirements are observed including employment law, Health and Safety, Freedom of Information, Data Protection and Equality
8. Is able to establish appropriate and lawful procedures for managing the meetings of the council and its committees
9. Can advise the council on statutory requirements and other procedures for maintaining public confidence in the council
10. Can advise the council on financial planning and reporting including the preparation and review of budgets, the management of risks to public money and funding applications
11. Is able to ensure compliance with proper financial practices including accounts, financial regulations, audit processes, VAT and procurement
12. Can support the council in the planning, management, funding and review of projects, services, assets and facilities
13. Can manage the employment, performance and development of council staff
14. Can manage effective relationships with contractors and service users
15. Can advise the council on its performance as a corporate body ensuring councillors have opportunities for training and development

16. Can advise and support the council as it identifies and implements plans for the future of the community it represents
17. Can manage and administer the council's participation in the planning system according to current planning law, policies and procedures
18. Can demonstrate an awareness of all aspects of the community served by the council, recognising and respecting different interests and enabling cohesion
19. Can help provide all members of the community with opportunities for influencing decisions that affect their lives
20. Can facilitate the council's engagement with the community, managing public relations and ensuring that the council is transparent in all its actions
21. Can manage effective partnership working
22. Can advise and support the council as it facilitates community activity

PROGRAMME OF TRAINING

STUDY PATH



Introduction to Local Council Administration

Essential knowledge. Sector specific e-learning



Financial Introduction to Local Council Administration

Essential financial knowledge for Responsible Financial Officers



ILCA to CiLCA Knowledge Training

A series of webinars and submission work designed to help you prepare for CiLCA



Certificate in Local Council Administration

Foundation qualification - Level 3



Community Governance

Advanced knowledge Level 4 cert HE, Level 5 FdA, & Level 6 BA Hons Degree



MA Public Leadership & Management

Masters degree

LEARNING AND DEVELOPMENT PLAN TEMPLATE (Councillor)

Name of Councillor.....

Core competency	Assessed Competency Level (1-4)	Brief Description of Training Required (By reference to core competences) – Appendix 1	Priority (Put in Year)	Courses to Attend	Date Course Attended
Role of Councillor					
Legal Basis for Delivery of Services					
Understanding the planning system					
Conduct					
Equality and Diversity					
Financial Governance and Accountability					
Attendance/Preparation for Meetings and Events					
Information Management					
Using ICT and social media					

Working with Clerk/Other Employees					
Health and Safety					
Continuing professional and personal development					
Financial Capability					
Sustainable Development					
Local Leadership					
Chairing Skills					
Civic Leadership					

A separate form should be completed for each councillor

An assessment should be made for each councillor to identify their current competency level using a scale of 1-4 where 4 is fully proficient. Priority should be given to competency levels assessed as 1 or 2

LEARNING AND DEVELOPMENT PLAN TEMPLATE (Employee)

Name of Employee.....

Describe Relevant Competency	Assessed Competency Level (1-4)	Brief Description of Training Required (By reference to core competencies relevant to the role)	Priority (Put in Year)	Courses to attend	Date Course Attended

A separate form should be completed for each employee unless there are a group of employee with the same role and the same competencies associated with their role.

An assessment should be made for each employee to identify their current competency level using a scale of 1-4 where 4 is fully proficient. Priority should be given to competency levels assessed as 1 or 2

APPENDIX FOUR

PROGRAMMING AND ESTIMATED COST OF TRAINING

Courses Identified as Needed (Title)	Role to which they relate	2022/23 Est Cost and No. of Courses	2023/24 Est Cost and No. of Courses	2024/25 Est Cost and No. of courses	2025/26 Est Cost and No. of courses	2026/27 Est Cost and No. of courses	Comments

Appendix Five

One Voice Wales Courses

National Training Programme for Community and Town Councils in Wales

Module 1 - The Council

- The Council as a Corporate Body
- The “Team” of Members and Staff
- The Council’s Role
- Working with Unitary Authorities
- Building Partnership Working

During the presentation we will cover the council as a corporate body, the ‘team’ of members and staff, the council’s role, working with unitary authorities, and building partnership working with a wider group of organisations. By the end of this presentation, you should have a good understanding of the range of responsibilities of community and town councils as well as their changing role in serving local communities in Wales today.

Module 2 - The Councillor

- The Councillor and their Commitment
- Register of Interests
- Code of Conduct and Ethical Behaviour
- Monitoring Officers and Standards Committees
- Debating and Making Decisions
- Representing Your Electorate
- Building Bridges

During the presentation we will cover the Councillor and their commitment to the office of Councillor, the Register of Members Interests, the Code of Conduct and ethical behaviour expected of a Councillor, the role of the Monitoring Officer and the Standards Committee, the rules of debating and making decisions, how you represent on your electorate, and the need to “build bridges” between yourself, the council and other interested parties.

Module 3 - The Council as an Employer

- Contracts of Employment
- Role and Person Specification

- Recruitment and Retention
- Discipline, Grievance and Appeals
- Health and Safety
- Training and Development
- Sources of Advice

During the presentation we will explore the role of the council as an employer. We will cover contracts of employment and how these define the employment relationship, the role and person specification, you may know the role specification as the 'job description', recruitment and retention, what you should do if things are going wrong, health and safety, and perhaps the most important of all getting the best out of everyone to help serve your local community, through training and development. Employment law and best practice is a complicated area, so lastly, we will finish by looking at some sources of advice.

Module 4 – Understanding the Law

- Statutory duties and powers
- Ultra Vires
- The Powers of Delegation
- Welsh Language Act
- The duty to promote Equal Opportunities
- Data Protection and FOI Act
- Sources of advice

During the presentation we will cover a range of legislation and legal duties that affect community and town councils. We will cover statutory duties and powers, the principle of 'ultra vires', the powers of delegation, the Welsh Language Act, the duty to promote equal opportunities and the main statutes and regulations in this area data protection and Freedom of Information act and finally, sources of advice.

Module 5 - The Council Meeting

- Calling meetings
- Types of meetings
- Standing Orders
- Agendas
- Conducting the meeting
- Passing resolutions

- Recording proceedings

During the presentation we will cover the different aspects of council meetings. We will talk about calling meetings, the different types of meetings including Annual Statutory Meetings, Extraordinary Meetings and Ordinary Meetings, the importance of Standing Orders setting and using agendas, conducting the meeting, passing resolutions, and recording proceedings.

Module 6 - Local Government Finance

- The Role of the Responsible Finance Officer
- Accounting and Strategy Guidance
- Financial Regulations and Risk Assessment
- Budgets and Precepts
- Internal and External Audit
- Insurance
- Income and Expenditure Powers
- Other Sources of Income

During the presentation we will review all the important areas in overseeing local government finance. We will cover the role of the Responsible Finance Officer, some of the general principles of accounting, the main financial regulations and, most importantly how to assess the risks involved, setting budgets and precepts, putting robust internal and external audits in place, the insurance requirements of the Council, the income and expenditure powers of the Council, and finally other sources of income.

This is a large agenda, and financial management can sometimes appear daunting, but the aim of the session is to provide you with an understanding of the financial framework of the Council, the core information you need to know and the sources of more detailed information that you should refer to when you need to.

Module 7 - Health & Safety

To explore the legal obligations of Councils and to highlight the processes and procedures that need to be in place to ensure compliance.

Module 8 - Introduction to Community Engagement

The aim of this introductory module is to explore what is meant by the term 'community engagement' and how councils and Councillors can improve how they engage with the communities they serve. Using an interactive approach, the module explores why, how and where Councillors currently engage with their communities. The session includes a brief overview of key public policy in relation to community engagement and covers the key elements and terminology of community engagement. There is an opportunity for

Councillors to share and learn from their personal experiences and the session ends with a community engagement planning exercise.

Module 9 - Code of Conduct

A highly interactive and informative module that enables participants to understand the Nolan principles of public life and develop a more in-depth knowledge of the Code of Conduct and how it applies to local Councillors.

The module specifically covers the following:

The Nolan Principles
What Councillors must do and must not do
Personal/Prejudicial interests
Predetermination & Predisposition
How the Code is Policed

The learning will be reinforced through practical exercises and a DVD of the Ombudsman explaining his role will be featured.

Module 10 - Chairing Skills

To explore the role of the Chair and to consider the associated issues and highlight effective approaches to effective chairing of meetings.

Module 11 - Community Emergency Planning

What does emergency planning mean to you?

This course will give an overview of emergency planning and how it relates to communities.

It will inform on the role of the main responding agencies and give an insight into what a community can do before, during and after an incident.

It will give you the opportunity to deal with a scenario real councils could face.

So...

- What is a resilient community?
- What should a community emergency plan look like?
- How would you interact with the responding agencies?
- This course will give the who, why, what and when of emergency planning!

Module 12 – Creating a Community Plan

To provide Councils with the knowledge and skills to create community plans and better understand strategy and forward budgeting.

Module 13 - Community Engagement Part II (Tools & Techniques)

To provide an insight into the way in which Councils can build on community engagement approaches and provide real leadership to help their communities and towns grow and thrive.

Module 14 - Equality & Diversity

Providing Councils with a better understanding of equality law and the Welsh Language Act and assisting Councils to promote equality and avoid unfair discrimination.

Module 15 - Information Management

To provide Councils with a better understanding of the legislation relating to Data Protection and Freedom of Information.

Module 16 - Use of IT, Websites & social media

To provide Councils with a greater knowledge of the benefits of reaching out to their communities through electronic communication.

Module 17 - Making Effective Grant Applications

To enable Councils to better understand the type of grant schemes available and to put together effective applications to support capital projects.

Module 18 – Managing Your Staff

To provide an insight into the ways in which Councils can arrange for the effective management of their staff.

Module 19 – Devolution of Services / Community Asset Transfer

Devolution of services is currently an important topic in Wales and the challenges and opportunities it presents are / or will be of concern to most Community and Town Councils.

The training module provides a highly interactive experience for Councillors and Clerks and covers the following key areas:

- Models for asset transfers
- Understanding lease issues and freehold transfers
- Models for and approaches to Service Devolution
- Policy Drivers
- Opportunities, Pitfalls and Planned outcomes
- Due Diligence Arrangements
- Asset Management Responsibilities
- Important role of Councillors

- Community Engagement approaches

Module 20 – Wellbeing of Future Generations Act 2015 / Sustainability

This course will explain the principles of Sustainable development and relate these principles to the needs and aspirations of the communities you serve, identify relevant policies (e.g., Well Being of Future Generations Act 2015) and relate them to the powers and duties of local councils ensuring readiness to lead a process of Sustainable development planning and reporting.

Module 21 – Understanding Local Government Finance – Advanced

This course is aimed at building on the knowledge gained from attendance at Module 6 – Local Government Finance. It will appeal especially to Chairs, those serving on Finance Committees and to any Councillor who wishes to learn more about the governance and accountability framework in which councils are required to operate.

This Module covers the following areas:

- Governance and Accountability
- Roles and Responsibilities
- The Annual Governance Statement
- The Statement of Accounts
- Internal Controls and their Review
- Compliance with the Law
- The Rights of Electors
- Risk Assessment
- Internal Audit
- Liabilities and Commitments
- Trust Funds
- Reserves and Provisions
- Investments

Module 22 - Understanding Mediation

To provide an understanding of the relevance and effectiveness of mediation and conciliation approaches in the handling of low-level Code of Conduct complaints and in relation to employment matters.

Module 23 Successfully taking on a Community Asset Transfer

To provide an understanding of the most effective ways of ensuring a successful community asset transfer.

APPENDIX SIX

TOPIC COURSES AVAILABLE FROM THE SOCIETY OF LOCAL COUNCIL CLERKS AS WELL AS QUALIFICATIONS

Webinars

The SLCC offer over 100 sector specific webinars for your officers to attend from VAT to Health & Safety, Planning to Carbon Literacy

<https://www.slcc.co.uk/events/webinar/>

Themed Summits

A one day dedicated event on topical matters

<https://www.slcc.co.uk/events/themed-summits/>

Practitioners' Conference

A two day in person event covering a variety of workshop topics for small / medium sized councils. A chance to network with likeminded clerks and share similar experiences

<https://www.slcc.co.uk/event/practitioners-conference-2023/>

Joint SLCC & OVW Conference

An annual event currently delivered virtually offering training and guidance on a variety of topics <https://www.slcc.co.uk/event/ovw/>

Management in Action

An interactive event featuring sessions around connecting people, developing strategy and preparing the sector for the future

<https://www.slcc.co.uk/event/mia>

National Conference

Hear from a range of distinguished sector speakers providing training focused on the conference theme (changes annually)

<https://www.slcc.co.uk/event/national/>

Qualifications

SLCC offer a range of qualifications tailored to meet the needs of local council officers and others working with local councils in England and Wales. Study for a qualification and expand your skill set, broaden your career opportunities & progression and feel empowered.

ILCA <https://www.slcc.co.uk/qualification/ilca/>

FiLCA <https://www.slcc.co.uk/qualification/filca/>

ILCA to CiLCA <https://www.slcc.co.uk/qualification/ilca-to-cilca/>

CiLCA <https://www.slcc.co.uk/qualification/cilca/>

ILM (L5) Diploma in Leadership & Management

<https://www.slcc.co.uk/qualification/ilm-level-5-diploma-in-leadership-management/>

ILM (L5) Certificate in Coaching & Mentoring

<https://www.slcc.co.uk/qualification/ilm-level-5-certificate-in-coaching-mentoring/>

ILM (L5) Diploma in Coaching & Mentoring

<https://www.slcc.co.uk/qualification/ilm-level-5-diploma-in-coaching-mentoring/>

Community Governance <https://www.slcc.co.uk/qualification/community-governance/>

APPENDIX SEVEN

TRAINING PLAN TEMPLATE

Name of Council.....

TRAINING PLAN

Date approved by Council....., 2022

Date of First Planned Review....., 20..

This training plan has been prepared in accordance with Section 67 of the 2021 Local Government and Elections (Wales) Act

This training plan has been prepared based on the guidance issued by One Voice Wales and the Society of Local Councils. Councillor roles and employee roles have been assessed by reference to a set of core competencies for each role. This assessment has enabled the Council to prioritise its resources to enable all roles within the council to be supported by a well thought approach to its training and development needs. The commitment contained in this training plan will assist the council to enhance its approach to the delivery of high-quality services to its community. The plan will be reviewed at least on an annual basis to ensure that it remains fit for purpose and accounts for the changing needs of councillors and employees as well as any turnover of councillors or employees.

Role	Training to be arranged in 2022/23	Training to be arranged in 2023/24	Training to be arranged in 2024/25	Training to be arranged in 2025/26	Training to be arranged in 2026/27

Include below any specific comments about how the training will be arranged or how other development needs will be addressed through other methods e.g., attendance at conferences of events

ESTIMATED COSTS OF THE TRAINING IN EACH COUNCIL YEAR (To be included in the annual budget for each of the next five years):

(This table to include the amount in the current 2022/23 budget)

Financial Year	Amount to be included in the budget at 2022 Prices (£)	Comments
2022/23		
2023/24		
2024/25		
2025/26		
2026/27		