

CONSTITUTION AND MEMBERS' DEVELOPMENT COMMITTEE

Date: Thursday, 26 October 2023
Time: 1.00 p.m.
Venue: Mandela Room, Town Hall

AGENDA

1. Welcome and Evacuation Procedure
2. Apologies for Absence
3. Declarations of Interest
4. Minutes - Constitution and Members' Development Committee - 16 August 2023 3 - 6
5. Member Development Strategy 7 - 36
6. Any other urgent items which in the opinion of the Chair, may be considered.

Charlotte Benjamin
Director of Legal and Governance Services

Town Hall
Middlesbrough
Wednesday, 18 October 2023

MEMBERSHIP

Councillors J Rostron (Chair), J Walker (Vice-Chair), J Ewan, B Hubbard, L Hurst, J Kabuye, M Saunders, M Storey, N Walker and G Wilson

Assistance in accessing information

Should you have any queries on accessing the Agenda and associated information please contact Joanne McNally, (01642) 728329, joanne_mcnally@middlesbrough.gov.uk

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CONSTITUTION AND MEMBERS' DEVELOPMENT COMMITTEE

A meeting of the Constitution and Members' Development Committee was held on Wednesday 16 August 2023.

PRESENT: Councillors J Rostron (Chair), J Walker (Vice-Chair), I Blades, J Ewan, L Hurst, J Kabuye, M Saunders, N Walker and G Wilson

ALSO IN ATTENDANCE: M. Humphrey (Chartered Institute for Public Finance and Accountancy)

OFFICERS: C Benjamin, S Bonner and J Weston

APOLOGIES FOR ABSENCE: Councillors B Hubbard and M Storey

14 **WELCOME AND EVACUATION PROCEDURE**

The Chair welcomed all those present and explained the fire evacuation procedure.

15 **DECLARATIONS OF INTEREST**

There were no declarations of interest received at this point in the meeting.

16 **MINUTES - CONSTITUTION AND MEMBER DEVELOPMENT COMMITTEE - 20 FEBRUARY 2023**

The Minutes of the Constitution and Members' Development Committee meeting of the 20 February 2023 were submitted and approved as a true record.

17 **MINUTES - CONSTITUTION AND MEMBERS' DEVELOPMENT COMMITTEE - 13 APRIL 2023**

The Minutes of the Constitution and Members' Development Committee meeting of 13 April 2023 were submitted and approved as a true record.

18 **REFRESH OF THE COUNCIL'S CONSTITUTION**

The Chair invited the Monitoring Officer to introduce the report. As part of those introductions Members were advised the refresh of the Constitution was intended to make both its format and content more understandable. There was a recognition the Constitution was a working document that underpinned good governance. The Department for Levelling Up, Housing and Communities identified having a robust constitution was a feature of good governance.

Work to refresh the Constitution was started under the previous administration but paused until after the local elections of May 2023. A representative from the Chartered Institute of Public Finance and Accountancy (CIPFA), who was in attendance at the meeting, had undertaken most of the work.

Members were told the Council's Finance and Contract Procedure Rules had been recently considered by the Corporate Affairs and Audit Committee. These had been broadly supported albeit with minor amendments. There was also a desire to involve all Members in the refresh of the Constitution prior to it being considered at full Council.

The Chair stated the Constitution was a live document which could be changed if necessary. The representative from CIPFA was invited to summarise the changes that had been made to the Constitution.

One of the main drivers for the refresh was accessibility. There were elements of the existing document that were not fit for purpose, some of which were written in legalese. The general structure of the document was analysed and changed to suit a question-and-answer format. Where possible technical language had been changed to make it more accessible.

Any statutory references that were footnotes were changed to be hyperlinks. This was intended to improve the flow for the reader. The new Constitution also included greater detail around statutory role profiles, such as the s.151 officer. As part of the document's restructure the Council Procedure Rules were now contained in the Council section of the document, meaning relevant content now sat in the same place.

Descriptions of Council owned companies was made clearer and the threshold for Key Decisions was increased from £150,000 to £200,000. The Chief Executive had suggested this threshold increase to £250,000 as Executive would not have to consider decisions that were sometimes operational in nature. Increasing the threshold to £250,000 would also bring Middlesbrough in line with other Teesside authorities. In the CIPFA representative's opinion increasing the Key Decision threshold to £250,000 would be appropriate for a Council the size of Middlesbrough.

A Member commented the current threshold had been in place for too long which sometimes led to delays in decision making.

A discussion took place about the benefits of increasing the Key Decision threshold. A motion was put, and agreed, suggesting the Key Decision threshold be increased from its current proposal of £200,000 to £250,000.

The CIPFA representative continued with her presentation advising Members an extensive list of definitions had been created to explain any technical terms and that the policy framework list had been updated. The Financial and Contract Procedure Rules were now contained in the main body of the document and were consistent.

There had been small changes made to the Call-In procedures in that Call-In categories were now principle based rather than prescriptive. Changes to the Schemes of Delegation were now reflective of relevant legislation and more information had been provided about key committees, for example the inclusion of Terms of Reference for regulatory committees.

Members were advised the Corporate Affairs and Audit Committee would be separated into the Corporate Affairs Committee and the Audit Committee. One of the reasons for this was Corporate Affairs and Audit Committee potentially being able to audit one of its own decisions.

The refreshed Constitution also clarified the roles of both Political and Mayoral Assistants as well including the Nolan Principles.

A Member queried, in relation to Audit Committee on page 93, paragraph 9.6.6e, if the control of pollution and management of air quality was supposed to sit at that point in the Constitution. This was likely to have been in the original document but would be reviewed. It was also raised if the Treasury Management and Investment Policy would be included as p.68 stated the Audit Committee was expected to receive reports on this. It was stated this was part of the CIPFA Treasury Management code and it was important this was included.

Members also queried if, by having a plain English approach, the Constitution's meaning had been lost. It was clarified there were moves to simplify language in the legal profession while retaining its meaning. The representative from CIPFA reassured Members that her legal background gave her the experience to simplify legalese effectively. It was also clarified changes could be made to the draft Constitution until it was considered by Council on 18 September 2023. Any comments could be sent to the Monitoring Officer. It was also clarified Members could test the hyperlinks contained in the Constitution.

A Member pointed out the Council Management Structure needed inserting and officers agreed this would happen. It was also queried how the Constitution's length compared to other Councils. It was clarified the Constitution was quite long, but the level of detail was appropriate. Other constitutions were considerably shorter, and this could be the case of Middlesbrough in the future. However, the length of the Constitution was appropriate at this time.

A discussion took place regarding Council procedure and differentiating between types of question, particularly those with notice and without notice. The Monitoring Officer commented there was a gap in existing procedure for members of the public to ask questions at committee

meetings. The new Constitution provided that Council Procedure Rules would apply to all committees unless otherwise stated. Any questions submitted to committees would be reviewed in the same way as those submitted to Council.

With regards to the Constitution's length, a Member commented as it was approaching 700 pages could a paragraph be included explaining the document needed to be read extensively by some staff but not all. It was suggested a table could be used for this purpose. The Monitoring Officer commented the new Constitution would be accessed on an as-and-when basis, rather than cover to cover.

The representative from CIPFA handed over to the Head of Finance and Investment who explained the Council had a governance qualification some which applied to finance. The previous version of the Financial Procedure Rules was not easy to understand. Therefore, the starting point in refreshing those rules was to include clearer detail. While the increased length of the refreshed Financial Procedure Rules was debated the increase was deemed acceptable. Another important factor was ensuring all staff could understand the Financial Procedure Rules, not just Senior Management. In conjunction to the refresh, it was commented an Operational Management handbook was to be created providing an overview of how financial procedures worked.

It was also commented most breaches relating to contract rules tended to be around contract extensions. As such there was a need for both the Financial and Contract Procedure Rules to be reviewed regularly, including bringing any updates back to Constitution and Member Development Committee. Ultimately, the Financial and Contract Procedure Rules were now mandatory and had been refreshed to improve flow for the reader.

The key changes to the Financial and Contract Procedure Rules included identifying how budgets were set and monitored and what the implications would be should the procedures not be followed. The updates also included additional details about virements. In terms of increasing the Key Decision Threshold to £250,000 this would not have a significant impact on how decisions were made. There was greater clarity on how fees and charges were set and how these could be changed as well as improved clarity around assets including how they were purchased and disposed of.

The Contract Procedure Rules were important as a significant amount of money was spent on contractual arrangements. As such there needed to be effective controls for this. There was also more information in relation to internal audit functions and how this affected Council operations.

The Contract Procedure Rules were longer than the Financial Procedure Rules as the Council spent large sums of money on contractual arrangements so needed to contain greater detail and clarity of process. The Contract Procedure Rules also needed to reflect the Brexit position given the move away from EU to British procurement processes. Another key change was the removal of references to Standing Orders. Exemptions were another important feature of the Contract Procedure Rules, as there were occasions when something was exempted from the process. However, it was realised these needed to be tightly controlled.

An e-learning package for the Contract Procedure rules had been created and was mandatory for staff to complete.

A Member queried if there were any written consequences should the Contract Procedure Rules be broken. It was clarified this would lead to a disciplinary matter and was codified in both the Financial and Contract Procedure Rules. It was also clarified Members were not allowed to be involved in procurement processes with any breaches resulting in a Standards matter.

Regarding the frequency of updates to the Financial and Contract Procedure Rules it was clarified the usual time frame was 12 months, but the first review would take place between six and nine months from the point of approval.

The Chair thanked the representative from CIPFA, Council Officers and Members of the Committee for their work in updating the Constitution. The Chair also clarified Member briefings would take place to allow all Members to have input into the Constitution refresh process.

ORDERED:

1. That the current proposal of the Key Decision financial threshold £200,000 be increased to £250,000 and recommended to Council;
2. To review if pollution control and management is within the remit of the Audit Committee;
3. That the Council Management Structure be inserted the Constitution; and
4. That the information presented be noted.

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ANY OTHER URGENT ITEMS WHICH IN THE OPINION OF THE CHAIR, MAY BE CONSIDERED.

None.

MIDDLESBROUGH COUNCIL	
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Report of:	Director of Legal and Governance
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Submitted to:	Constitution and Members Development Committee
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Date:	26 October 2023
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Title:	Member Development Strategy
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Report for:	Discussion
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Status:	Public
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Strategic priority:	Quality of service
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Key decision:	No
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Why:	Not applicable
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Urgent:	No
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Why:	N/A
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Executive summary
<p>This report sets out areas for discussion with members of the Constitution and Members Development Committee on the Member Development Strategy to seek views on:</p> <ul style="list-style-type: none"> • The draft Member Development Strategy prior to sharing with all members for feedback • Proposals to complete training needs analysis with all members to identify demand prior to procuring relevant training for ongoing development offer. • To assess and discuss demand for 1-1 Personal Development Plan meetings so we can identify how support will be offered moving forward.

Purpose

1. The purpose of the strategy is to set out Middlesbrough Council's commitment to supporting Members with their continuous development, and details how we will equip Members with the skills and knowledge needed to fulfil their roles effectively. It also covers how the Council will identify development needs; the ways in which Members can participate in continuous learning and development; and how the Council will evaluate and measure the success of all learning.

Background and relevant information

2. The Member Development Strategy aligns closely to the Corporate Plan and People Strategy to ensure all activities contribute to delivery of key commitments to meet the needs of our diverse communities.
3. To achieve this, assurance must be given in respect of compliance with mandatory training on areas such as data protection and information security. Members are part of the decision-making process and as such relevant development opportunities must ensure all key policy, procedural and legal information is provided before such decision making can take place and ensuring Members can perform any 'special responsibilities' relating to additional duties and roles they may undertake.
4. It is therefore important to ensure that the offer of opportunities for members to participate in continuous development through a variety of learning methods is achieved to ensure that the aims and objectives of any such strategy can be met.

What decision(s) are being recommended?

That the Constitution and Members Development Committee:

- Note the contents of the appendix entitled Member Development Strategy
- Discuss and provide views on the Member Development Strategy
- Recognise and provide feedback on the proposals to complete training needs analysis with all members to identify demand prior to procuring relevant training for ongoing development offer.
- To assess and discuss demand for 1-1 Personal Development Plan meetings so it can be identified how support will be offered moving forward.

Rationale for the recommended decision(s)

5. The Member Development Strategy sets out Middlesbrough Council's commitment to continuous Councillor development, the approach, and the opportunities that are available to all elected representatives. As a Council, we recognise that the learning and development of Members is crucial to our success and will bring wider benefits to both the organisation and our citizens. Therefore it is important to seek the views of members to ensure there is a cohesive and joint approach to development to enhance the culture of working.

Other potential decision(s) and why these have not been recommended

6. N/A

Impact(s) of the recommended decision(s)

Legal

7. Following the s.24 Sch 7.2 Local Audit and Accountability Act 2014 statutory recommendations, the Members Development Strategy aims to go some way to addressing point 1 of the formal statutory recommendations made by the external auditors.

Strategic priorities and risks

8. The Member Development Strategy aligns closely to the Corporate Plan and People and Cultural Transformation Strategy to ensure all activities contribute to delivery of key commitments to meet the needs of our diverse communities.

Human Rights, Equality and Data Protection

9. N/A

Financial

10. N/A

Actions to be taken to implement the recommended decision(s)

Action	Responsible Officer	Deadline

Appendices

1	Member Development Strategy
2	Elected Member Training Booklet

Background papers

Body	Report title	Date

Contact: Charlotte Benjamin

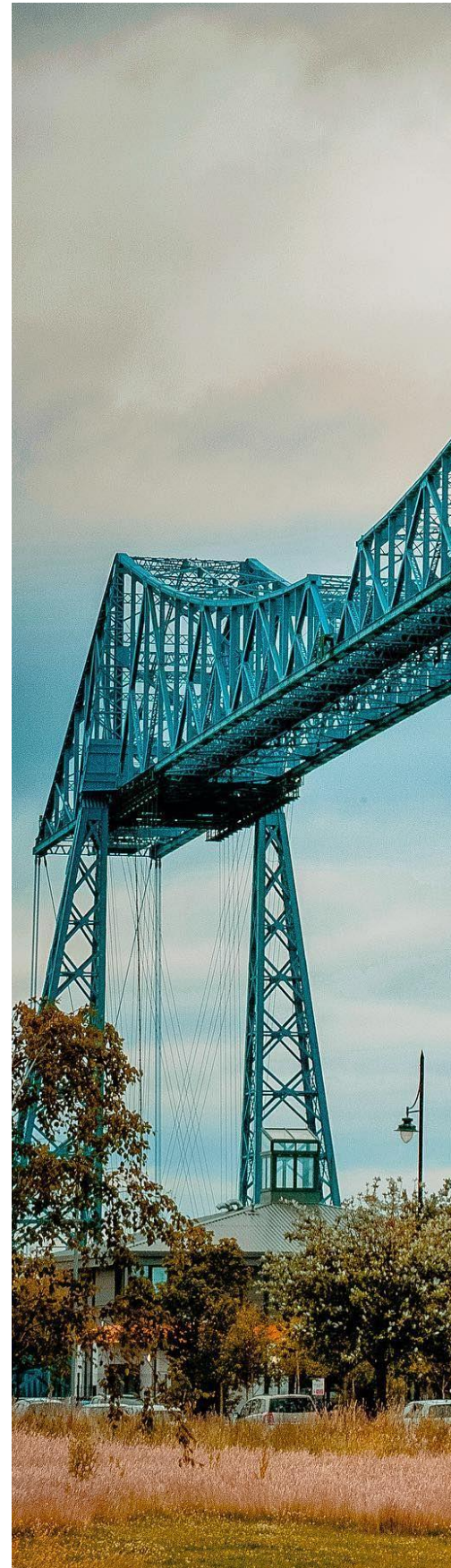
Email: charlotte_benjamin@middlesbrough.gov.uk

Member Development Strategy 2023-2027



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Foreword

Introduction from the Chief Executive

As Councillors undertake their responsibilities as community leaders, in strategic functions and regulatory roles, we will work to ensure that learning and development is appropriately focused, well delivered and that resources are used effectively to achieve maximum benefit.

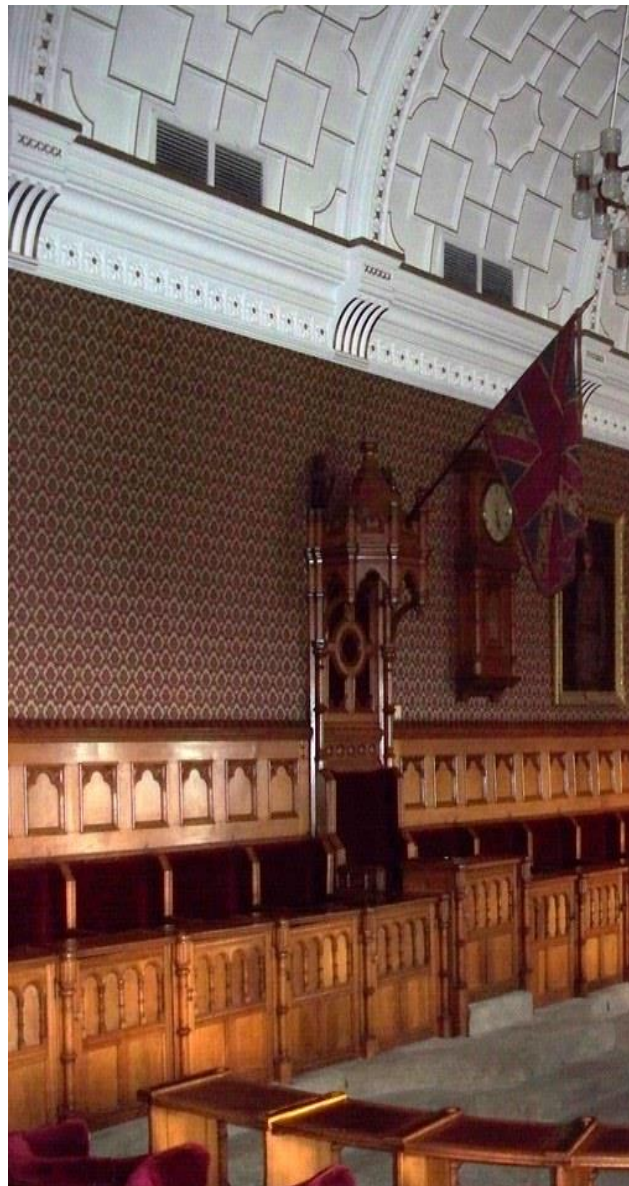
This will help to ensure that we can all play a leading role in driving forward our plans in a town of hope and aspiration.

The Member Development Strategy sets out our commitment to continuous Councillor development, our approach, and the opportunities that are available to all elected representatives.

As a Council, we recognise that the learning and development of Members is crucial to our success and will bring wider benefits to both the organisation and our citizens.



Clive Heaphy,
Chief Executive



Introduction from the Constitution and Members' Development Committee

Our Constitution and Members' Development Committee helps oversee and shape the Member Development programme. As Councillors with a broad range of skills and experience, we understand the challenges faced by the modern-day Councillor, including in the period shortly after election when considerable learning is required during a condensed period.

We are committed to our own personal development and the many benefits this brings, and within this document you will find case studies detailing our personal experiences. One of our key pledges is to ensure that all Councillors receive the support and help that they need to succeed in their roles, and we will ensure that equality of access to development and training remains a guiding principle.

Case study

Option to add statement in from C&MD Committee Member on the importance of personal development

Councillor...



Purpose and Aims

This Strategy sets out our commitment to supporting Members with their continuous development, and details how we will equip Members with the skills and knowledge needed to fulfil their roles effectively. It also covers how we will identify development needs; the ways in which Members can participate in continuous learning and development; and how we will evaluate and measure the success of all learning.

The Member Development Strategy aligns closely to the Corporate Plan and People Strategy to ensure all activities contribute to delivery of key commitments to meet the needs of our diverse communities.

The Strategy will ensure that Members have appropriate training and support to assist them with every aspect of their roles.

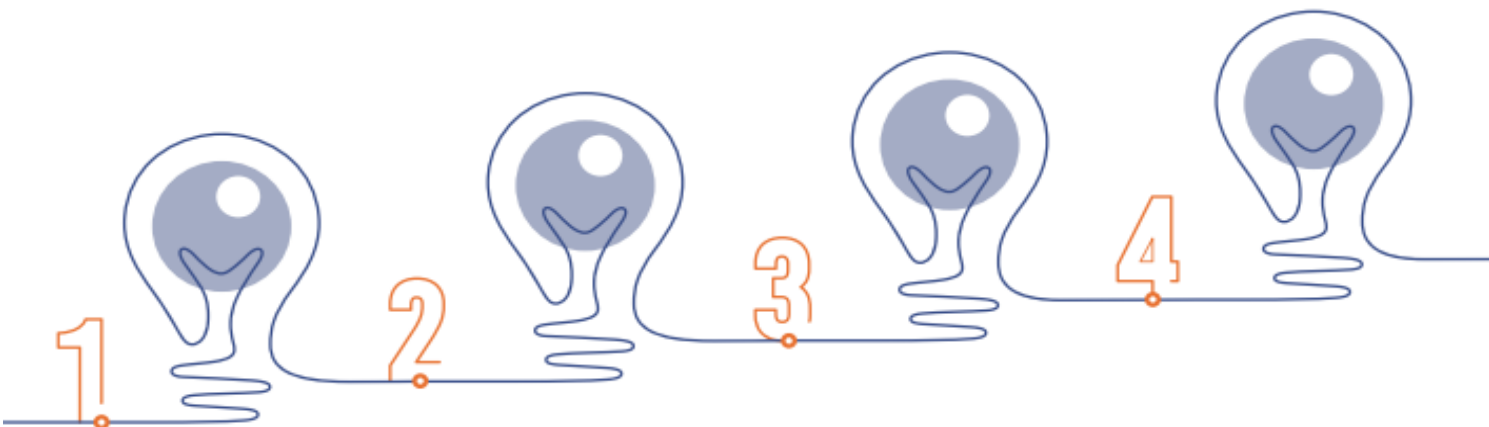
This will include: -

Ensuring compliance with mandatory training on areas such as data protection and information security.

Providing all key policy, procedural and legal information before Members are required to participate in decision making.

Ensuring Members can perform any 'special responsibilities' relating to additional duties and roles they may undertake.

Offering the opportunity to participate in continuous development through a variety of learning methods.



Aims and Key Performance Measures

Our Aims and Key Performance Measures are:

To ensure that all Members have consistent and equal access to training and development opportunities, providing the resources required to support those with access needs. We will monitor this with an annual survey as well as ongoing feedback on attendance, non-attendance, and potential barriers

We will measure success by achieving the following three targets at the end of each Municipal Year: -

- 1** 100% of Members complete all mandatory training
- 2** 60% of Members attend wider skills courses
- 3** 70% of Members express overall satisfaction with the development programme

Equalities and Inclusion

As a public body we are bound by the Public Sector Equality Duty, which is defined within the Equality Act as: -

“A public authority must, in the exercise of its functions, have due regard to the need to” —

- Eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited by or under this Act.
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The Council's [Equality and Inclusion Policy 2021-2024](#) underpins how we design and deliver the Member Development programme but in particular we will: -

Ensure all Councillors have equal access to training and development opportunities i.e., by providing multiple sessions in accessible formats and at various times of the day.

Offer strongly recommended training on equalities and inclusion to all Councillors on an annual basis. This will provide Members with the skills necessary to comply with the Public Sector Equalities Duties.

Provide advice and guidance to Members setting out how to interpret and evaluate the Equalities Impact Assessments completed for formal reports.








Our Values

Our Values are at the heart of everything we do at Middlesbrough Council. They are a critical element in our strategy to create a brighter future for Middlesbrough, and the foundation for how we operate, interact, and make decisions

From sharing creative ideas, to Members and Officers working collaboratively within the organisation and external agencies, to being passionate about doing things better whilst focusing on the things that matter - we can make a real difference to the people and place we are all proud to serve.

All Members, along with Council Officers, will have access to a Values Based Blended Learning Programme as shown below. These courses support development of a range of knowledge, skills and behaviors to help drive the culture we all want at Middlesbrough Council.

 Passion	Leadership & Management Fundamentals Leading in a Blended World
 Integrity	Authentic Leadership Let's Talk and Be Rich in Feedback
 Creativity	What is Creativity and how can we use it? Models and Tools to Generate Creativity
 Collaboration	Together we achieve more A Partner Mindset
 Focus	Gold Standard Goal Setting Keeping on Track through Times of Change

 Passion We believe in Middlesbrough and are proud to work for the town	 Integrity We are open and transparent and treat everyone with respect	 Creativity We have the courage to try new ideas and new ways of working	 Collaboration We work with others to make Middlesbrough better	 Focus We are clear about what we will deliver to meet the needs of the town
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Ethical Standards

Members sign up to the Council's **Code of Conduct** upon accepting their term of office, which includes a commitment to upholding the Seven Principles of Public Life, outlining the requirements around ethical standards. Details below: -

Selflessness

Holders of public office should act solely in terms of the public interest.

Integrity

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

Objectivity

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

Accountability

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

Openness

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

Honesty

Holders of public office should be truthful.

Leadership

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and values and be willing to challenge poor behaviour wherever it occurs.

We will support Members to uphold the ethical framework set out above, by doing the following: -

- Ensure that Members are fully briefed about their roles and responsibilities and that all essential requirements regarding compliance with Codes, Protocols and Declarations are met.
- Providing ongoing training, guidance and help to Members, in respect of ethical matters, as and when required.
- Facilitate a range of training and support to assist Members to conduct their roles as effective community leaders.



Member Development Programme

The Member Development offer will be delivered via an induction and refresher programme of intense activity over the first 6 months, followed by ongoing targeted training and support for the remainder of the 4-year term. The Programme will be flexible in order to adapt to changing needs in the event of challenging times or disruption to 'business as usual.' Examples shown below;



Corporate Governance Skills Programme

The Corporate Governance Training Programme offers a suite of training to ensure both Members and Officers have the skills and knowledge needed to ensure we all operate effectively within the Council, understanding the roles and responsibilities we have in the key processes we undertake when delivering services, making recommendations or decisions on issues, or spending Council money.

The blended learning programme will consist of bitesize introductory eLearning modules followed by practical face to face workshops, all delivered by internal professional leads to ensure we understand the relevant policies and procedures and have the necessary skills to apply them effectively. This training programme is vital to ensure we are all fully compliant with all governance processes therefore completion of this training should therefore be appropriately prioritised by all.

Course modules are –

- Principles, Values and Council Constitution
- Procurement and Contract Management
- Financial Procedure Rules and Budget Management
- Consultation, Engagement, and Impact Assessments
- Risk Management
- Programme and Project Management
- Information Governance and GDPR
- Decision Making Routes and Report Writing

Corporate Governance Skills Programme
Transparency and accountability for all

Personal Development Plans

If Members wish to be supported with a Personal Development Plan to identify their individual learning and development needs, we can offer support to complete this and in accessing any relevant learning and development required.

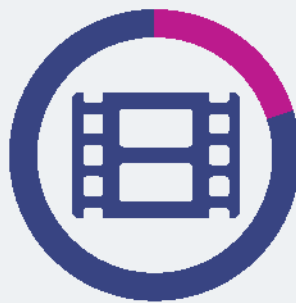


Training Delivery Methods

We will use a wide variety of in person and/or virtual formats to deliver training in an inclusive and accessible way for all members, such as:



**E-Learning
courses**



**Demonstration
videos**



**Internal training
courses**



**Internal briefings –
emerging topics**



**Case studies –
examples of
best practice**



**External
conferences,
seminars and
training courses**



**Personal
development
planning
discussions**



**Peer to peer
learning between
Councillors and
information sharing
including with key
external partners**

Feedback and Evaluation

Regular evaluation of the Member Development offer will be undertaken by officers in conjunction with the Constitution and Members' Development Committee.

The following methods will be used: -



**Training evaluation forms
and other feedback
received**



1-1 meetings



**Feedback through
Committee groups
and Member
meetings**



**Statistics on Councillor
participation**



Annual Survey

This Strategy will be reviewed annually or earlier where necessary.

The Constitution and Members' Development Committee, in partnership with Democratic Services, has responsibility for oversight of the Member Development Programme and will be regularly consulted on progress.

Resources and Support

An annual budget is allocated for Member development, and to provide administrative support and resources for the delivery of training, development, and ongoing feedback processes

The resources available to support Member development are available to all Councillors and do not fund activity specific to a political group.

Cost benefit analysis will be conducted to monitor investment in Member Development.

Key Contacts

Bernie Carr, Democratic and Registration Manager
bernie_carr@middlesbrough.gov.uk
01642 729714

Nicky Spencer, Organisation Development Manager
nicky_spencer@middlesbrough.gov.uk
01642 727428

Ann-Marie Wilson, Head of Legal (People)
ann-marie_wilson@middlesbrough.gov.uk
01642 729760

Training and Development Events For Elected Members



Community Leadership

WHAT WILL I LEARN?

- A significant part of a members responsibilities is the work they do at a neighbourhood level. They represent the ward and the people who live in it and have a responsibility to communicate Council policies and decisions to them.

WHO SHOULD ATTEND?

This programme has been developed for Elected Members at Middlesbrough Council who are keen to develop their communication and interpersonal skills.

WHAT WILL IT COVER?

How to be an efficient and effective ward member.

DURATION

2 hrs

Debating Skills

WHAT WILL I LEARN?

Taking part in constructive debate is an important part of the role of a local councillor, with debates taking place everywhere from the council chamber to the doorstep. Debating is a core skill for effective community leadership, ensuring people can share opposing views, discuss these with respect and an open mind, and come to informed conclusions for the benefit of the community.

WHO SHOULD ATTEND?

This training is available to all Members who would like to improve their debating skills.

WHAT WILL IT COVER?

The training focuses on tools that enable councillors to engage meaningfully in debate and deal with tricky situations, along with guidance on ensuring debates lead towards stronger outcomes.

DURATION

2 hrs

Time Management

Time Management

WHAT WILL I LEARN?

Are there not enough hours in the day? Are the important jobs the first ones you do? How do you prioritise. This course looks at prioritisation and the differences between important jobs and urgent jobs to enable you to manage your time more effectively.

WHO SHOULD ATTEND?

This course is open to all Members who would like to learn how to Prioritise their workload and manage their time more effectively.

DURATION

2 hrs

Public Speaking

WHAT WILL I LEARN?

- How to speak confidently in public
- Participating in online and face to face meetings

WHO SHOULD ATTEND?

All Members who would benefit from an opportunity to develop their public speaking skills.

WHAT WILL IT COVER?

- Plan and prepare to speak
- Structure information for logic and flow
- Demonstrate confidence through non-verbal behaviour, language and tone

DURATION

2hrs

Speed Reading on Electronic Devices

WHAT WILL I LEARN?

- 📖 Understand different types of reading styles
- 📖 How to double reading speed without losing retention
- 📖 How to learn new, positive reading habits

WHO SHOULD ATTEND?

This is an essential course for Members who need to be able to read and summarise information from electronic devices and written text faster, and more effectively. The seminar focuses on the different types of reading styles and encourages better retention of written material by making use of specific techniques.

WHAT WILL IT COVER?




- 📖 Explain the process of reading
- 📖 Identify and minimise the barriers to reading
- 📖 Read from electronic screens more efficiently
- 📖 Improve retention of information by using an active reading style

DURATION

2hrs

Communication Skills









WHAT WILL I LEARN?

-  Gain practical tips and techniques to improve communication
-  Learn the importance of communication
-  Develop communication and interpersonal skills

WHO SHOULD ATTEND?

This programme has been developed for Elected Members at Middlesbrough Council who are keen to develop their communication and interpersonal skills.

WHAT WILL IT COVER?




-  Explain the importance of two-way communication
-  Minimise barriers to communication
-  Use different questioning types
-  Listen actively
-  Use appropriate language
-  Build rapport quickly and easily
-  Use positive non-verbal behaviour
-  Manage voice and tonality

DURATION

2hrs

Objection Handling & Managing Conflict








WHAT WILL I LEARN?

-  Personal Implementation Plans
-  The Anger Diffusion Model
-  What is conflict and what causes it

WHO SHOULD ATTEND?

This training is available to all Members. Conflict can be inevitable no matter how well a organisation is run, and providing people have the skills in place, positive benefits can result from conflict situations. This course examines how conflict can arise, the various techniques for dealing with it and provides an opportunity for delegates to practice new skills.

WHAT WILL IT COVER?

-  Showing gratitude for customer concerns – objections confirm interest
-  Discovering and showing empathy to previous issues/concerns
-  Asking, probing and confirming
-  Bringing up the classic objections yourself
-  Isolating objections
-  Discovering what is important and showing them value
-  The physical effects of stress and anger

DURATION

3hrs

Training Events Available to Members

If you would like to undertake any of the training mentioned in this leaflet please complete and return to Jo McNally or Michelle Jackland in Democratic Services.

CLLR: _____

TOPIC	I WISH TO ATTEND
Community Leadership	<input type="checkbox"/>
Debating Skills	<input type="checkbox"/>
Time Management	<input type="checkbox"/>
Public Speaking	<input type="checkbox"/>
Speed Reading on Electronic Devices	<input type="checkbox"/>
Communication Skills	<input type="checkbox"/>
Objection Handling & Managing Conflict for Executive Members	<input type="checkbox"/>

You may suggest as many of the events as you would like. We will then assess the number of requests and make any necessary arrangements etc.

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