

SUPPORTING COUNCILLORS TO SERVE OUR COMMUNITY COUNCILLOR INDUCTION/REFRESHER PROGRAMME 2017

Dear Councillor

Congratulations on your election to Carmarthenshire County Council.

As a Councillor you have a number of important roles and responsibilities to discharge. Perhaps you are thinking:-

“What could happen if.....

-I'm not sure of my legal or ethical responsibilities?
-I don't know who to contact about a particular issue?
-I'm asked to contribute to a meeting?
-I'm asked about the performance of the Council?
-I'm not sure how the Council makes decisions?
-I'm not sure which department does what?
-I'm asked to sit on a committee?”

All these questions and more will be answered by Carmarthenshire’s Councillor Induction/Refresher Programme, and to ensure we’re covering the right topics in the programme officers have worked closely with group leaders to develop it.

The programme, designed primarily for new Councillors but also open to re-elected Councillors, aims to give you information and advice to make your role as a Councillor as effective and rewarding as possible in the early days and beyond. The comprehensive programme is delivered to fit your busy schedule and to provide you with sufficient knowledge and understanding to get you off to a good start as a serving Councillor for Carmarthenshire County Council.

I wish you all the best in your new role and please remember that the officers of the Council are here to help you fulfil this role.

Mark James

Chief Executive

Module Title	Day	Date	AM	PM
Introduction to Carmarthenshire County Council & Launch of Induction Programme [All Members]	Thursday	11 th May		◆
ICT Induction and equipment (All Members)	Friday	12 th May	All Day	
Code of Conduct, Ethics, Standards, Legal Duties and Responsibilities (All Members)	Monday	15 th May	All Day	
Local Government Finance including budgetary and treasury management (All Members)	Wednesday	17 th May	All Day	
Familiarisation Tour of the West of the County for Newly Elected Members To include	Friday	19 th May	All Day	
Familiarisation Tour of the East of the County for Newly Elected Members To include	Tuesday	23 rd May	All Day	
Executive Board Media Training (All Members)	Thursday	25 th May	All Day	
Members of the Planning Committee (Panel Members)	Friday	26 th May	◆	
Members of the Planning Committee (Panel Members)	Wednesday	31 st May		◆
Members of the Standards Committee (Panel Members)	Friday	9 th June	◆	

Module Title	Day	Date	AM	PM
Planning for non-planning members (All Members)	Monday	12 th June	All Day	
Appointments, appeals and interview skills (Panel Members)	Thursday	15 th June	All Day	
Members of the Licensing Committee (Hackney Carriage etc) (Panel Members)	Friday	16 th June	All Day	
Members of the Licensing Committee (Licensing Act & Gambling) (Panel Members)	Monday	20 th June	All Day	
Council Policy Framework Equalities and Diversity; Welsh Language; Sustainability [All Members]	Wednesday	21 st June	All Day	
Scrutiny in Carmarthenshire Including Performance Management [All Members]	Friday	23 rd June	All Day	
Members of the Audit Committee (Panel Members)	Friday	7 th July	All Day	
Corporate Parenting (All Members)	Friday	21 st July	◆	
Decisions for Future Generations (Well-being of Future Generations Act) (All Members)	Friday	21 st July		◆
Social Services and Well-being (Wales) Act (All Members)	Monday	4 th Sept	◆	

Module Title	Day	Date	AM	PM
Safeguarding (All Members)	Monday	4 th Sept		◆
Scrutiny Chairing & Chairing Skills (committee and meeting management) (All Chairs)	Wednesday	13 th Sept	All Day	
Data Management & Freedom of Information (All Members)	Friday	22 nd Sept	All Day	
Health & Safety to include Corporate Manslaughter (All Members)	Thursday	28 th Sept	◆	
Executive Board Development (Cabinet Members)	Friday	6 th October	All Day	
Welsh Local Government (WLGA) Regional Workshop (Halliwell Centre, Carmarthen)	Friday	13 th Oct	All Day	
Community Leadership and Casework (All Members)	Friday	20 th Oct	All Day	
Education Consortia – Their Work (All Members)	Tuesday	24 th Oct	All Day	
Policy, Services & Legislative Requirements Update (All Members)	Monday	6 th Nov	All Day	

PRACTICAL ARRANGEMENTS

- ◆ Session venues are as described in the programme. Attendance will qualify as an approved duty for the payment of expenses.
- ◆ Unless otherwise stated session timings are as follows:
 - a.m. 10.00 – 12:30
 - p.m. 2:00 – 4:30
- ◆ Additional evening sessions may be organised depending on demand due to work/caring commitments of new Councillors.
- ◆ All materials presented to Councillors will be bi-lingual with simultaneous translation at every session. While the 'lead' facilitator at each session will not necessarily be bi-lingual – at least one Welsh speaking officer will be present.
- ◆ A Democratic Services Officer will be present at all sessions to respond to general support queries and will ensure attendance registers and evaluation forms are completed.
- ◆ Car parking is available at or near all venues.
- ◆ A loop system will be available at all sessions.
- ◆ If you have any queries with regard to this programme or are unable to attend sessions as planned please contact the Democratic Services Team on (01267) 224028.

If you would require a large print or an electronic version of this document please contact the Democratic Services Team.

Date/Venue	Module Title/Objectives of Session	Contributors
<p>Thursday, 11 May 13:30 – 16:00 Venue TBC</p>	<p>Introduction to Carmarthenshire County Council & Launch of Induction Programme</p> <p>Objectives:</p> <ul style="list-style-type: none"> ◆ To outline the main functions of the Council and of the responsibilities of each service; ◆ To provide you with an understanding of the principal strategies and the vision for service delivery for Carmarthenshire. ◆ To receive detailed information on the arrangements for the Induction/Refresher Programme for Councillors. <p>The afternoon will consist of:-</p> <ul style="list-style-type: none"> ◆ Presentation by Chief Executive; ◆ Presentation from ???? ◆ An introduction to the Councillor Induction/Refresher Programme; ◆ Time to browse the departmental ‘stands’ providing comprehensive information on the work of individual directorates; ◆ An opportunity, over refreshments, to network with other Councillors and officers. 	<p>Mark James Chief Executive</p> <p>Other Speakers TBC</p> <p style="text-align: right;">Thursday, 11 May</p>

Date/Venue	Module Title/Objectives of Session	Contributors
<p>Monday, 15 May</p> <p>10:00 – 12:30</p> <p>Venue TBC</p>	<p>Ethics, Standards, Legal Duties and Responsibilities (Note: All Members to Attend)</p> <p>Objectives:</p> <ul style="list-style-type: none"> ◆ To provide Councillors with the knowledge and understanding of the statutory and ethical framework within which they are obliged to operate to make decisions which are based only on merit and the public interest. <p>Specifically knowledge and understanding in the following areas:</p> <ul style="list-style-type: none"> ◆ The ethical and statutory background; ◆ The new local code of conduct; ◆ General code provisions; ◆ Personal and prejudicial Interests; ◆ Declarations and dispensations; ◆ Advice and enforcement roles; ◆ Breach of the code-potential outcomes. 	<p>Head of Administration and Law</p> <p>Linda Rees Jones</p>

Date/Venue	Module Title/Objectives of Session	Contributors
<p>Wednesday, 17 May</p> <p>10.00-16.30</p> <p>Venue TBC</p>	<p>Local Government Finance including budgetary and treasury management</p> <p>Objectives:</p> <ul style="list-style-type: none">◆ To provide an overview of local government finances – Where do they come from? What are they spent on? And who is responsible for them?◆ To provide an overview of the statutory background and the regulatory framework within which finances are governed;◆ To provide an introduction to local government finance as a key to understanding its central role in both policy making and scrutiny;◆ To provide an overview of the commonly used terms in local government finance and the wider resourcing of local government;◆ To provide an overview of the Housing Benefit system.	<p>Head of Finance</p> <p>Chris Moore</p>

Date/Venue	Module Title/Objectives of Session	Contributors
<p data-bbox="136 288 353 368">Friday 19 May All Day</p> <p data-bbox="136 424 405 547">Session will start from County Hall, Carmarthen</p>	<p data-bbox="472 288 1630 320">Familiarisation Tour of the West of the County for Newly Elected Members</p> <p data-bbox="472 333 629 365">To include</p> <p data-bbox="472 424 647 456">Objectives:</p> <ul data-bbox="521 517 1727 786" style="list-style-type: none"><li data-bbox="521 517 1727 643">❖ In company with Councillors and officers to participate in a tour of West Carmarthenshire designed to deliver an insight into the range of services provided by the authority by visiting a number of key service locations. <p data-bbox="566 663 1727 786">The tour will include lunch and will be a good opportunity to meet with colleagues in an informal setting and to see at firsthand how services are provided</p>	<p data-bbox="1895 288 1957 320">TBC</p>

Date/Venue	Module Title/Objectives of Session	Contributors
<p>Tuesday 23 May All Day</p> <p>Session will start from County Hall, Carmarthen</p>	<p>Familiarisation Tour of the East of the County for Newly Elected Members</p> <p>To include</p> <p>Objectives:</p> <ul style="list-style-type: none">❖ In company with Councillors and officers to participate in a tour of East Carmarthenshire designed to deliver an insight into the range of services provided by the authority by visiting a number of key service locations❖ The tour will include lunch and will be a good opportunity to meet with colleagues in an informal setting and to see at firsthand how services are provided and facilitated	<p>TBC</p>

Date/Venue	Module Title/Objectives of Session	Contributors
Friday 26 May	<p data-bbox="472 284 965 320">Executive Board Media Training</p> <p data-bbox="472 392 647 429">Objectives:</p> <ul data-bbox="521 499 1653 719" style="list-style-type: none"><li data-bbox="521 499 1532 536">◆ The types of social media available and how they might be used<li data-bbox="521 544 1043 580">◆ Getting started on social media<li data-bbox="521 588 1256 625">◆ Social media etiquette and abiding by the law<li data-bbox="521 633 1368 670">◆ An overview of the Council’s Social Media Guidelines<li data-bbox="521 678 1653 715">◆ Code of Conduct considerations for councillors when using social media	<p data-bbox="1771 284 2078 368">Media & Marketing Manager</p> <p data-bbox="1789 424 2060 461">Deina Hockenhull</p>

Date/Venue	Module Title/Objectives of Session	Contributors
<p>Tuesday, 6 June 10.00-12.30</p> <p>Wednesday, 7 June 2.00-4.30</p> <p>Both sessions will be held in:</p>	<p>Members of the Planning Committee</p> <p>There will be two separate sessions covering different subjects. :-</p> <p>Objectives:</p> <p>Within the context of the terms of reference of the Planning Committee to enable Councillors on these committees to gain an understanding of the following</p> <ul style="list-style-type: none"> ◆ Introduction to the planning system for Councillors; ◆ Explanation of the decision making process; ◆ Code of Conduct for Councillors in Planning Matters and the Protocol re Representations to the County Council on Planning Applications; ◆ The possibilities and limitations of Planning Agreements and conditions; ◆ The role of the local Councillor in the process; ◆ Enforcement: an overview for Councillors; ◆ Background to the Development Plan: Unitary Development Plan & Local Development Plan; ◆ Conservation Areas and Listed Buildings - explanation of additional considerations; ◆ Biodiversity. 	<p>Head of Planning</p> <p>Llinos Quelch</p>

Date/Venue	Module Title/Objectives of Session	Contributors
Friday, 9 June 10.00-12.30	Members of the Standards Committee Objectives: <ul style="list-style-type: none">◆ Understanding of the law and constitution in relation to conduct	TBC

Date/Venue	Module Title/Objectives of Session	Contributors
Monday, 12 June	Planning for non-planning members Objectives TBC	Head of Planning Llinos Quelch

Date/Venue	Module Title/Objectives of Session	Contributors
<p>Friday, 16 June</p> <p>10.00-4.00</p> <p>Chamber & Ante Room, 3 Spilman Street, Carmarthen</p>	<p>Members of the Licensing Committee (Hackney Carriage etc)</p> <p>Objectives:</p> <ul style="list-style-type: none"> ◆ Introduction to the relevant legislation and guidance for Councillors; ◆ Explanation of the decision making process; ◆ Code of Conduct for Councillors in Licensing Matters and the Protocol re Representations to the County Council on Licensing Applications; ◆ The role of the local Councillor in the process; ◆ Enforcement: an overview for Councillors. 	<p>Sue Watts Commercial Services Manager</p> <p>Robert Edgecombe Legal Services Manager</p> <p>Emyr Jones Principal Licensing Officer</p>

Date/Venue	Module Title/Objectives of Session	Contributors
<p>Tuesday, 20 June</p> <p>10.00-4.00</p> <p>Chamber & Ante Room, 3 Spilman Street, Carmarthen</p>	<p>Members of the Licensing Committee (Licensing & Gambling Acts)</p> <p>Objectives:</p> <ul style="list-style-type: none"> ◆ Introduction to the Licensing Act for Councillors; ◆ Explanation of the decision making process; ◆ Code of Conduct for Councillors in Licensing Matters and the Protocol re Representations to the County Council on Licensing Applications; ◆ An overview of the Licensing and Gambling Policies; ◆ The role of the local Councillor in the process; ◆ Enforcement: an overview for Councillors. 	<p>Sue Watts Commercial Services Manager</p> <p>Robert Edgecombe Legal Services Manager</p> <p>Emyr Jones Principal Licensing Officer</p>

Date/Venue	Module Title/Objectives of Session	Contributors
<p>Wednesday, 21 June 10:00 – 12:30</p>	<p>Council Policy Framework To provide a general overview of the function and support available through the Council’s Corporate Policy Team with a specific focus on policy requirements and duties in relation to:</p> <ul style="list-style-type: none"> • Equalities and Diversity; • Welsh Language; and • Sustainable Development. <p>Equalities and Diversity Objectives:</p> <ul style="list-style-type: none"> ◆ To provide Elected Councillors with an introduction to and raise awareness of equality and diversity arrangements and duties within Local Government in Wales; ◆ To outline the legal requirements and define the UK wide identified protected characteristics; ◆ To give an overview of Carmarthenshire County Council’s Strategic Equality Plan and the duties placed on the Authority in terms of its role as an employer, as a provider of services and with the wider community; ◆ To explain a Councillor’s individual role in promoting equality and diversity within the local authority and engage with the community they represent. 	<p>Gwyneth Ayres Partnership Officer</p> <p>Llinos Evans Policy & Partnership Officer</p>

Date/Venue	Module Title/Objectives of Session	Contributors
	<p>Council Policy Framework (Cont.)</p> <p>Equalities and Diversity; Welsh Language; Sustainable Development.</p> <p>Welsh Language Objectives:</p> <ul style="list-style-type: none"> ◆ To provide information regarding the Welsh Language and its use in Carmarthenshire; ◆ To outline national requirements and the role of the Welsh Language Commissioner and Welsh Government; ◆ To outline legal requirements and duties; ◆ To introduce Carmarthenshire County Council’s Welsh Language Scheme; ◆ To outline the Council’s role in promoting the use of the Welsh language in the community. <p>Sustainable Development Objectives:</p> <ul style="list-style-type: none"> ◆ To provide Elected Councillors with an introduction to sustainable development; ◆ To outline the Council’s duties and priorities around sustainable development; ◆ To outline what sustainable development means for us in Carmarthenshire and how we can make a difference within the work of the Council and with our communities. 	

Date/Venue	Module Title/Objectives of Session	Contributors
Friday, 23 June	<p data-bbox="394 284 1406 323">Scrutiny in Carmarthenshire Including Performance Management</p> <p data-bbox="394 376 573 416">Objectives:</p> <p data-bbox="394 464 824 504">To gain an understanding of</p> <ul data-bbox="443 552 1435 683" style="list-style-type: none"><li data-bbox="443 552 1435 592">◆ the role of scrutiny committees within the democratic process<li data-bbox="443 600 1435 639">◆ the role of the elected member on Scrutiny<li data-bbox="443 647 1435 683">◆ to gain an understanding of Scrutiny Procedure Rules	<p data-bbox="1883 284 2063 416">Democratic Services Manager</p> <p data-bbox="1850 504 2096 544">Gaynor Morgan</p>

Date/Venue	Module Title/Objectives of Session	Contributors
Friday, 7 July	<p data-bbox="394 284 920 320">Members of the Audit Committee</p> <p data-bbox="394 376 568 413">Objectives:</p> <ul data-bbox="443 467 1435 643" style="list-style-type: none"><li data-bbox="443 467 1122 504">◆ Ability to scrutinise financial performance<li data-bbox="443 512 1084 549">◆ An understanding of Risk Management<li data-bbox="443 557 1435 593">◆ An understanding of internal and external audit arrangements<li data-bbox="443 601 1395 638">◆ An understanding of the relative roles of audit and scrutiny.	<p data-bbox="1841 284 2096 320">Head of Finance</p> <p data-bbox="1841 347 2029 384">Chris Moore</p>

Date/Venue	Module Title/Objectives of Session	Contributors
<p>Friday, 21 July</p> <p>10.0-12.30</p>	<p>Corporate Parenting</p> <p>Clarity on Welsh Government guidance for Councillors on how to be good Corporate Parent</p> <p>Objectives</p> <ul style="list-style-type: none"> ◆ To ensure Councillors are aware of their corporate parenting responsibilities ◆ To familiarise Councillors with Carmarthenshire’s Corporate Parenting Strategy ◆ To provide an overview of the performance and challenges for the council in this area ◆ To introduce Councillors to the Corporate Parenting Team and the role of the Corporate Parenting Panel ◆ To provide an indication of the numbers of looked after children and care leavers ◆ To ensure Councillors are familiar with specific roles and duties 	<p>Service Manager – Corporate Parenting</p> <p>Bethan James</p>

Date/Venue	Module Title/Objectives of Session	Contributors
<p data-bbox="129 284 360 323">Friday, 21 July</p> <p data-bbox="129 376 282 411">2.00-4.30</p>	<p data-bbox="392 284 1514 323">Decisions for Future Generations (Well-being of Future Generations Act)</p> <p data-bbox="392 376 607 411">Introduction:-</p> <ul data-bbox="443 424 1077 552" style="list-style-type: none"><li data-bbox="443 424 1077 464">A. The sustainable development principle<li data-bbox="443 469 831 509">B. The 5 ways of working<li data-bbox="443 513 797 552">C. The 7 national goals <p data-bbox="392 608 831 643">Our Duties as a public body:-</p> <ol data-bbox="443 655 1256 823" style="list-style-type: none"><li data-bbox="443 655 1055 695">1. Set and publish well-being objectives<li data-bbox="443 700 1256 740">2. Take all reasonable steps to meet those objectives<li data-bbox="443 745 1218 785">3. Publish a statement about well-being objectives<li data-bbox="443 790 1043 823">4. Publish an annual report of progress	<p data-bbox="1839 284 2056 411">Economic Development Manager</p> <p data-bbox="1839 504 2063 539">Helen Morgan</p>

Date/Venue	Module Title/Objectives of Session	Contributors
<p>Monday, 4 September</p> <p>10.00-12.30</p>	<p>Safeguarding & Violence Against Women & Domestic Abuse & Sexual Violence Act</p> <p>To provide members an awareness of:</p> <ul style="list-style-type: none"> ◆ Safeguarding ◆ Being able to identify types, signs and symptoms of abuse ◆ Have the confidence to act on concerns, suspicions and observations regarding abuse and unsafe practice ◆ Have an understanding of who is at risk ◆ Explore policy and procedures to Safeguard ◆ Updated in line with the Social Services Well-being (Wales) Act <p>Violence Against Women & Domestic Abuse & Sexual Violence Act</p> <ul style="list-style-type: none"> ◆ What is VAWDASV act- background & context in Wales * Public service leadership, building a culture & infrastructure ◆ Who is affected? ◆ How do you recognise violence against women, domestic abuse & sexual violence ◆ What can be done?- Where can people get help? 	<p>Director of Communities</p> <p>Jake Morgan</p> <p>Delivered by SCDWP</p>

Date/Venue	Module Title/Objectives of Session	Contributors
<p>Monday, 4 September</p> <p>2.00-4.30</p>	<p>Social Services and Well-being (Wales) Act</p> <p>Objectives:</p> <ul style="list-style-type: none">◆ Be aware of the Parts and features of the Act◆ Understand the aims and ethos of the Act◆ Understand the implications and the duty to promote well-being◆ Explore a range of practical approaches to prevent and reduce the need for care and support of people in the local area◆ Understand the critical role of information, advice and assistance◆ Reflect on the implications of the Act for them and Social Services	<p>Director of Communities</p> <p>Jake Morgan</p> <p>Delivered by SCDWP</p>

Date/Venue	Module Title/Objectives of Session	Contributors
<p data-bbox="129 284 360 368">Wednesday, 13 September</p> <p data-bbox="129 424 322 456">10.00-12.30</p>	<p data-bbox="392 284 913 316">An Introduction to Chairing Skills.</p> <p data-bbox="392 355 1391 387">An informal workshop for new and returning members from the WLGA.</p> <p data-bbox="392 427 1234 459">This workshop will provide members with an opportunity to:</p> <ul data-bbox="443 499 1473 651" style="list-style-type: none"><li data-bbox="443 499 1301 531">◆ Review the role of the Chair both in and outside meetings<li data-bbox="443 539 954 571">◆ Hear about some useful practice<li data-bbox="443 579 1473 611">◆ Have an opportunity to develop their individual approaches to the role<li data-bbox="443 619 1088 651">◆ Discuss solutions to challenging situations <p data-bbox="392 691 1697 754">The workshop will be very informal and interactive providing many opportunities for personal learning, discussion and reflection.</p>	<p data-bbox="1839 284 1939 316">WLGA</p> <p data-bbox="1839 347 2085 379">Sarah Titcombe</p>

Date/Venue	Module Title/Objectives of Session	Contributors
<p>Wednesday, 13 September</p> <p>2.00-4.30</p>	<p>An Introduction to Scrutiny Chairing Skills.</p> <p>An informal workshop for new and returning members from the WLGA.</p> <p>This workshop will provide members with an opportunity to:</p> <ul style="list-style-type: none">◆ Review the role of the Scrutiny Chair generally as ‘team leader’ and meeting manager◆ Hear about some useful practice in chairing scrutiny committees set within the effective scrutiny context◆ Have an opportunity to develop their individual approaches to the role◆ Discuss solutions to challenging situations <p>The workshop will be very informal and interactive providing many opportunities for personal learning, discussion and reflection.</p>	

Date/Venue	Module Title/Objectives of Session	Contributors
Friday, 22 September	<p data-bbox="398 284 1102 320">Data Management & Freedom of Information</p> <p data-bbox="398 376 568 413">Objectives:</p> <ul data-bbox="443 467 1800 1018" style="list-style-type: none"><li data-bbox="443 467 1659 504">❖ How to treat information securely to comply with legislation and our policies.<li data-bbox="443 512 999 549">❖ Why data protection is important<li data-bbox="443 557 1043 593">❖ How personal information is defined<li data-bbox="443 601 1032 638">❖ Appropriate data security measures<li data-bbox="443 646 1800 730">❖ An understanding of the Data Protection Act and how its 8 core principles apply to our work.<li data-bbox="443 738 1715 775">❖ A council and its staff have a duty to protect data and treat information securely. <li data-bbox="443 879 1093 916">❖ Explain what Freedom of Information is<li data-bbox="443 924 976 960">❖ Explain why FOI was introduced<li data-bbox="443 968 1429 1005">❖ Describe the impact of FOI on local authorities and the public.	TBC

Date/Venue	Module Title/Objectives of Session	Contributors
<p>Thursday, 28 September</p>	<p>Health & Safety (including Corporate Manslaughter)</p> <p>Objectives:</p> <ul style="list-style-type: none"> ❖ The Health & Safety roles and responsibilities of Councillors' both within the Authority and the wider community; ❖ The legislative, economic and moral implications of Councillors' decisions as they may relate to health and safety; ❖ How Carmarthenshire County Council manages its risks. 	<p>Employee Wellbeing Manager Heidi Font</p> <p>Senior Business Partner (Working Safely) Eddie Cummins</p>

Date/Venue	Module Title/Objectives of Session	Contributors
Friday, 6 October	Executive Board Development Objectives TBC	TBC

Date/Venue	Module Title/Objectives of Session	Contributors
<p data-bbox="129 284 293 368">Friday, 13 October</p> <p data-bbox="129 424 360 595">Halliwell Centre, Trinity College Carmarthen</p>	<p data-bbox="392 284 1223 323">Welsh Local Government (WLGA) Regional Workshop</p> <p data-bbox="392 392 568 427">To include:</p> <ul data-bbox="443 504 1223 770" style="list-style-type: none"><li data-bbox="443 504 1070 539">• Cabinet Secretary Mark Drakeford AM<li data-bbox="443 552 1223 587">• Future Generations Commissioner Sophie Howe<li data-bbox="443 600 1048 635">• WLGA Chief Executive Steve Thomas<li data-bbox="443 647 1160 770">• Sessions on:<ul data-bbox="495 695 1160 770" style="list-style-type: none"><li data-bbox="495 695 1160 730">▪ Key behaviours for successful Councillors<li data-bbox="495 743 813 770">▪ Digital Councillors	<p data-bbox="1921 284 2029 319">WLGA</p>

Date/Venue	Module Title/Objectives of Session	Contributors
Friday, 20 October	<p data-bbox="394 284 981 320">Community Leadership and Casework</p> <p data-bbox="394 392 568 429">Objectives:</p> <ul data-bbox="443 499 1666 810" style="list-style-type: none"><li data-bbox="443 499 1173 536">◆ Knowledge of community groups and leaders<li data-bbox="443 544 1245 580">◆ Understanding of community issues and concerns<li data-bbox="443 588 1196 625">◆ Ability to seek the views of all relevant parties.<li data-bbox="443 633 1666 719">◆ Understanding of and ability to arrange and publicise opportunities to discuss casework with the public<li data-bbox="443 727 1659 810">◆ Ability to use case management techniques and software and to monitor and communicate progress.	TBC

Date/Venue	Module Title/Objectives of Session	Contributors
Tuesday, 24 October	Education Consortia – Their Work Objectives TBC	Head of School Effectiveness Andi Morgan