

A councillor's workbook on councillor/officer relations



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There are a number of complementary workbooks and elearning modules to reinforce and develop your skills in this area. Topics include facilitation and conflict resolution, influencing skills, and being an effective ward councillor. To access the elearning modules please go to <https://lms.learningnexus.co.uk/LGA/>

The councillor workbooks can be found at <https://www.local.gov.uk/our-support/highlighting-political-leadership/community-leadership/councillor-workbooks>

Introduction

This workbook has been designed as a distance learning aid for local councillors. It is intended to provide councillors with insight and assistance with the key skills which will help you to be most effective in your role and in working with the council and its officers. Some of the content may be of most use to more newly elected councillors, but nonetheless if you have been a councillor for some time, the workbook should serve as a useful reminder of some of the key skills, approaches and tactics that make for effective councillor/officer relationships within the council setting. It may even challenge you to reconsider how you have approached aspects of the role to date.

Those councillors who are new to local government will recognise that there are many aspects to being an effective ward or division councillor. The workbook will help you to get up to speed on the main areas that require focus and attention. In effect, it should provide you with some pointers on how to develop a style and approach that you are comfortable with, and that enables you to be most effective in your day to day duties.

The workbook can be used as a standalone learning aid or alongside other material you may cover such as e learning modules or sessions within your own council. This workbook takes a 'broad principles' look at councillor/officer relations rather than concentrating on the specifics as would be found in an individual council. In looking at this particular topic therefore you may need to refer to the constitution or operating arrangements of your own council for the protocol on reporting arrangements or response times for responding to issues for example.

You do not need to complete it all in one session and may prefer to work through the material at your own pace. The key requirement is to think about your own approach and how the material relates to your local situation, the people you serve and the council you represent. In working through the material contained in this workbook you will encounter a number of features designed to help you think about the ward councillor role. These features are represented by the symbols shown below:



Guidance – this is used to indicate guidance, research, quotations, explanations and definitions that you may find helpful.



Challenges – these are questions or queries raised in the text which ask you to reflect on your role or approach – in essence, they are designed to be thought-provokers.



Case studies – these are 'pen pictures' of approaches used by councils elsewhere.



Useful links – these are signposts to sources of further information that may help with principles, processes, methods and approaches. A full list of useful additional information and support is also set out in the appendices to the workbook.

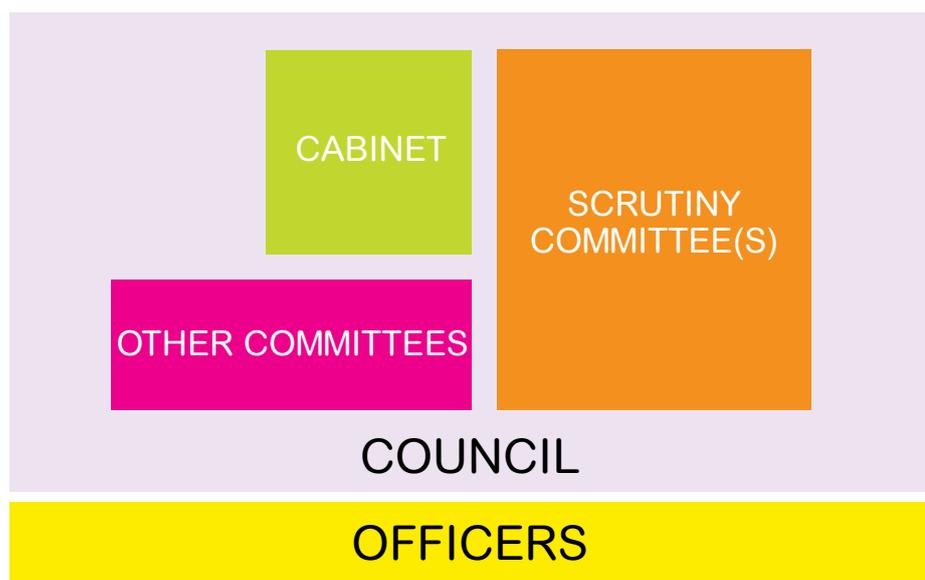
Basic principles

Councillors and officers are indispensable to one another and mutual respect and communication between both is essential for good local government. Together, they bring the critical skills, experience and knowledge required to manage an effective public sector organisation. Councillors provide a democratic mandate to the council, whereas officers contribute the professional and managerial expertise needed to deliver the policy framework agreed by councillors. While collaborative working is the accepted norm for councillors and officers, it is important to recognise and take account of the different and distinct roles and how by working together for best effect this will lead to good governance within a council. This is vital for the day to day interaction between councillors and officers and for the public perception of the council as well as ensuring transparency between the political role of councillors and the professional, impartial, role of officers.

Officers are employees of the council – the people who put policies into effect and organise the provision of services. Officers may also be delegated by councillors to make policy decisions. But officers may have to advise councillors from time to time that certain courses of action cannot be carried out. Officers have a duty to give unbiased professional advice – even if it is not always what councillors want to hear.

Officers cannot respond to personal criticism in the same way that politicians can and have to temper their remarks accordingly. Mutual respect and good communication is the key to establishing good councillor and officer relations. Close personal familiarity should be avoided – in simple terms, ‘be friendly, but don’t be friends’.

Reminder – how councils work



In establishing an effective working relationship, there should be clarity about the respective roles of councillors and officers.

This is often made easier if:

- Both parties discuss and agree the values and behaviours they expect from each other in a relationship of mutual trust
- Councillors identify their priorities, assisted by officers
- Officers provide clear advice and offer alternative courses of action where they exist
- Councillors and officers communicate clearly and openly, avoiding ambiguity and the risk of misunderstanding
- Everyone works in a spirit of partnership, to turn the council's core values and priorities into practical policies for implementation.

While councillors and officers may have their own specific roles and responsibilities, there are clearly some grey areas in which both groups have a shared responsibility, eg agreeing workable policies and monitoring performance. In addition to this, councillors and officers both face the same public service agenda, ie delivering quality services to local people in a climate of tough challenges and constraints (budgets and timescales).

Effective collaborative working is therefore essential.



Engagement in action

“Effective councillor/officer relations depend upon trust and clear and honest communication in both directions. You certainly don't need to be friends. What you do need is to respect and understand your distinct roles. Consider officers' positions and their competing priorities and restrictions. This can avoid potential frustration or confusion about what might otherwise be perceived as obstructiveness. If officers don't appreciate your role as a councillor, then it's better to address it than to try to work around it because it will cause problems down the line. My golden rule with officers is no surprises, in either direction.”

Mayor Dave Hodgson

Elected Mayor of Bedford

Why does it matter?

As a councillor you will be required to adhere to your council's agreed code of conduct for councillors. Each council adopts its own code, but it must be based on the Committee on Standards in Public Life's Seven Principles of Public Life (see below). These were developed by the Nolan Committee over two decades ago. The committee examined how to improve ethical standards in public life. These standards are often referred to as the Nolan principles.

These principles apply to anyone who works as a public office holder. This includes all those elected or appointed to public office, nationally or locally; and everyone working in the civil service, local government, the police, courts and probation services, non-departmental public bodies and in the health, education and social care sectors. All public office holders are both servants of the public and stewards of public resources. The principles also apply to everyone in other sectors delivering public services.

All standards matters are the responsibility of individual councils, which are required to promote and maintain high standards of conduct by councillors. You must register any disclosable pecuniary interests for yourself, your spouse or a partner you live with, within 28 days of taking up office. It is a criminal offence if you fail, without reasonable excuse, to declare or register interests to the monitoring officer.



Seven principles of public life – The Nolan Principles

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 doing so.

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 be willing to change poor behaviour wherever it occurs.



Challenge 1 – your experience of working with officers

Think about the nature of your working relationship with officers. Jot down a few thoughts on:

1) What currently works well?

2) What could be improved?

Look again at what you have written. Have you ever discussed these with other councillors or officers? Can you think of any ways in which you could work with others to tackle the improvements you have identified?

Clarifying the working relationship

We have highlighted already that mutual trust and respect are essential in setting the right tone for effective working relationships between councillors and officers. This should be based on a clear understanding of the following:

- the distinct contribution that councillors and officers make in the running of the council and the boundaries between them, eg officers must act with political impartiality, serving the whole council rather than particular groups or councillors
- the areas in which roles and responsibilities overlap and councillors and officers must act together to provide democratic governance.

In reality, there are few truly distinct roles and it is increasingly common for the leadership of local authorities to be defined by the close pairing of politicians and officers, who come together in tackling the challenges presented by the communities they both serve. This is not about a separation of duties but an understanding of the skills, knowledge and experience that both bring to the leadership role.

Councillor/officer leadership – clarifying the roles

It is important to define clearly how councillor and officer relations can work to best effect and for mutual benefit. Key issues to consider are:

- Knowing how to debate, decide and act in a joint way, taking into account both political and managerial priorities and realities. In order for this to work appropriately, politicians and managers need to sit down as equals (albeit, sometimes, with different roles and different interests) and act jointly as a result.

- Knowing what will take place in the separate responsibilities of councillors and officers. Research has shown that the greater the degree of openness and understanding about this, the better the working relationship. Most councils attempt to provide this clarity through joint working protocols

Protocols

In order for the business of a council to be conducted effectively, it is necessary for there to be a close working relationship between the councillors and the officers of the council. However, it is important that such relationships should never be allowed to become so close, or appear to be so close, that the officer's ability to deal impartially with other councillors and party groups is brought into question. It is important that dealings between councillors and officers observe normal standards of courtesy and neither party should seek to take unfair advantage of their position.

In order to ensure that this happens many councils produce formal written protocols to determine what is regarded as acceptable in working relationship terms. These protocols reflect the principles underlying the respective Codes of Conduct which apply in a council and the Seven Principles of Public Life. (**Also known as Nolan Principles – see earlier guidance box**). The shared objective of these codes is to enhance and maintain the integrity of local government and as a result they require very high standards of personal conduct.

Councillor conduct

The Relevant Authorities (General Principles) Order 2001 sets out the general principles, which by law govern the conduct of councillors. These include the requirement that councillors should serve only the public interest and should never improperly confer an advantage or disadvantage on any person. They should not place themselves in situations where their honesty and integrity may be questioned, should not behave improperly and should on all occasions avoid the appearance of such behaviour.

It governs the need for councillors to take decisions on merit, including when making appointments, awarding contracts, or recommending individuals for rewards or benefits and for them to be accountable to the public for their actions and the manner in which they carry out their responsibilities and should co-operate fully and honestly with any scrutiny appropriate to their particular office.

Also that they should be as open as possible about their actions and those of their authority, and should be prepared to give reasons for those actions and to take account of the views of others, including their political groups. But that they should reach their own conclusions on the issues before them and act in accordance with those conclusions.

A principal obligation is that they should uphold the law and, on all occasions, act in accordance with the trust that the public is entitled to place in them and to do whatever they are able to do to ensure that their authorities use their resources prudently and in accordance with the law.

Officer conduct

Officers are responsible for the management of the council and ensuring the implementation of agreed policies. Where councillors give strategic direction in the exercise of their delegated authority, the relevant officer(s) directed is/are responsible for ensuring the prompt enacting of those instructions and should keep the councillor updated as to progress in the carrying out of the necessary work.

The role of officers is to seek to assist councillors, within the restrictions of their levels of authority and in regard to the rules governing access to information. They also have a role to ensure that councillors are properly informed about information to which they have a right of access and that officers should not use professional expertise to discourage or intimidate councillors from pursuing lines of inquiry. There may well be service level agreements set out regarding the timescales for responding to particular queries or referrals from individual councillors. These may well vary dependent on the 'level' of a councillor or the topic in question. For example responses to the leader of the council or the leader of the opposition group may well need to be given more speedily than say a referral from a backbench councillor. Or responses to matters around the safeguarding of children or vulnerable adults might require a prompter response due to the immediacy of the issue and the need to take action within a short timeframe. Officers are required to comply with the formal policies of their council and must not allow their own personal or political opinions to interfere with their work.

Such protocols also allow for the situation where if an officer is concerned about the conduct of a councillor or other officer that they have a line of reporting under the policy of a council.

In defining any such joint working protocol, there are a number of practical implications that need to be considered. These include:

- **Who does what?** Distinguishing between leadership and management, ie not the usual political/managerial split.
- **Who is coming from where?** Understanding and responding to very different cultures and career routes.
- **How do the two teams work together?** Building effective groupings of councillors and officers.
- **How are individual leaders to develop?** Arrangements to strengthen the skills, knowledge and experience of both councillors and senior officers (eg training and development).

Councillors and officers have a collective corporate responsibility. But aspects of their roles are distinctly different. Councillors set the strategic direction and agree the policy framework of the council. Officers are responsible for delivering the council's policies and for the day-to-day operation of the organisation.



Quick guide to some of the distinct roles

Councillors

Accountable to the electorate

Community leader for a ward

Add a political dimension

Set high level policy/strategy

Involved in senior appointments

Officers

Accountable to the council

Serve the whole council

Politically impartial

Ensure operational delivery

Day to day staff management



Tips for effective working

Do be

Impartial

Professional

Authoritative

Respectful

Sensitive

Positive

Communicative

Discreet

Reliable

Friendly

Don't be

Unhelpful

Jargonistic

Arrogant

Deferential

Subservient

Imprudent

Indiscriminate

Evasive

Reliant

Friends



Engagement in action

“The key to productive relationships is on the basis of mutual trust. It’s important that officers and councillors are open with each other about priorities and how they can be achieved. We provide the challenge, they provide the expertise.”

Cllr Amanda Serjeant

Chesterfield Council



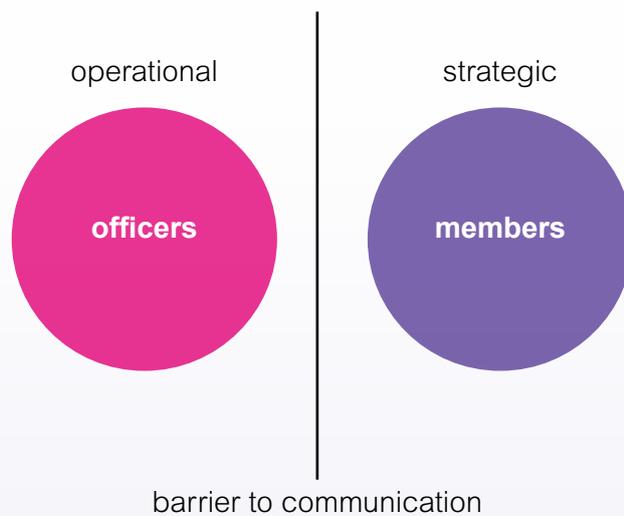
“The key to effective councillor/officer relations is mutual respect and an understanding of how our roles are different. Officers need to recognise that councillors have a democratic mandate and that councillors set the strategic direction and policy for the council. Councillors need to take on board the professional advice given and allow officers to carry out their operational duties. Officers are employed because of their ability to carry out a particular role. When these different roles are understood and councillors and officers work with one another for the benefit of their communities, we get great outcomes and high performing authorities.”

Julian German

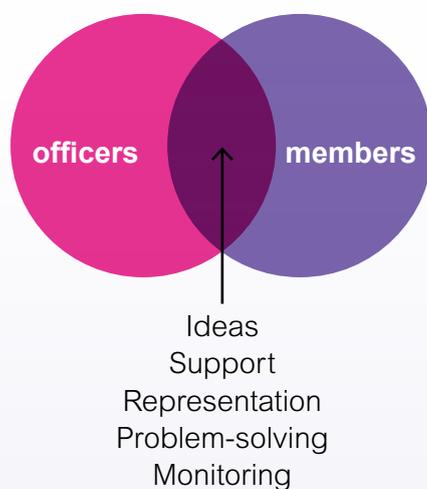
Deputy Leader of the Council,
Cornwall Council

Political leadership structures

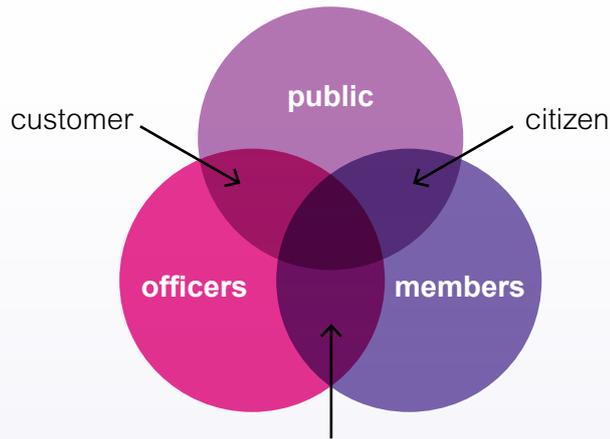
One dimensional political management



Two dimensional political management



Three dimensional political management



Representation, Problem-solving, Support, Ideas, Monitoring



A member-led 'culture of accountability'

From:

Agendas determined by officers

Reliance on officer opinions

Culture of blame

Function, status and hierarch

Taking as read

Knowledge hoarding is power

To:

Agendas determined by members and the community

Reliance on evidence

Holding to account

What matters is what works

Outward, community focus

Robust challenge

Performance is managed

Knowledge sharing is value

Learning and development endemic



Challenge 2 – working together more effectively

Imagine your council has a history of poor working relations between councillors and officers. This could be because councillors are too bullish, vocal and quick to blame in their dealings with officers.

What ideas could you suggest for improving the working relationship?

Look again at your ideas. It is likely that some open and honest discussions between both groups would be useful to identify the best way forward. Alongside some formal systems for improving the relationship (eg revised protocols or guidelines for councillors), there may also be merit in providing some training for councillors on joint working or ethical governance. In some cases, you may consider it useful for group leaders to talk to individual councillors about the strengths and weaknesses of their personal approach to joint working with officers.

Recognising your mutual expectations

There are some challenges in bringing together politicians and officers to provide for joint leadership – particularly where tensions around other important political relationships, are eg non-executive versus scrutiny relations, non-executive versus ward relations or administration versus opposition relations. Nevertheless, it is essential that officers work closely with political leaders while retaining sufficient impartiality.

In forging an effective working relationship, councillors and officers will have certain basic expectations of each other. Much of this is about ensuring high standards of behaviour and acting within a clear framework of ethical governance.



A guide to expectations

What councillors can expect from officers:

- a commitment to the authority as a whole, and not to an individual political group
- a working partnership
- a timely response to enquiries and complaints
- professional advice, not influenced by political views or preference
- integrity, mutual support and appropriate confidentiality.

What officers can expect from councillors:

- political leadership and direction
- a working partnership
- compliance with ethical standards and probity requirements
- non-involvement in the day to day management
- no special considerations.



“The relationship between the leader of a council and their chief executive is a key one in a council, when it is going well there is very little a council can’t achieve, if there are issues that remain unresolved the opposite is the case. Like any relationship it takes time and effort to get the most out of it, it is a complex multifaceted relationship which is neither static nor ever shifting in nature.

As councillors we not only have a relationship with the officers that we work with but also help mediate that relationship between them and the communities we serve. Sometimes challenging always respectful, never forgetting that our role is a unique one to enable and affect change both within the council and beyond the walls of the council offices.”

Cllr Peter Fleming OBE

Sevenoaks District Council



Challenge 3 – jointly tackling the challenges of your community

Imagine your council has a new, high profile, project to increase community awareness and involvement in a campaign to tackle anti-social behaviour. This is in response to an increase in complaints from residents about noise late at night, groups of young people congregating and drinking, cars being driven erratically and other visible damage, eg vandalism, litter dropping and spray graffiti on walls. Other partners, most notably local schools and the local chief constable, have also reported their concerns, asking the council to collaborate in identifying what action can be taken.

1) Identify a list of 10 key steps the council may wish to consider in addressing the situation described, including those which could be undertaken on a collaborative basis with other agencies.

2) Having identified the 10 key steps, consider whether each should be tackled by councillors (C), officers (O), or jointly by councillors and officers (J).

Reflect on your answers. It should be clear that most of the steps you have identified could be undertaken by either councillors or officers, although it is likely that there is more to be gained from using the skills, knowledge and experience of both.

Forging the relationship



Challenge 4 – Think about the nature of councillor/officer relations in the scenario below

What issues (if any) does it raise?

1) During the regular chairman's briefing before papers are issued for committee, the vice-chair asks the officer present if she could amend a recommendation in one of the reports. He explains that this is because he has had years of experience in this field and does not feel the recommendation would be workable. He states that he tried to come in and see her the week before but, because she was on holiday, he took the file from her desk and read it. The contents confirmed his opinion. He also feels that her recommendation would not be politically acceptable to his fellow councillors.

Once you have considered your response, please turn to Appendix A. This provides some advice on the ethical considerations involved.

Using your interpersonal skills

A key element of your success in forging effective working relationships with officers will be effective use of your own interpersonal skills. As with all other aspects of your role, good communication skills will help, as will your ability to influence those you are working with. Influencing is about understanding yourself and the effect or impact you have on others. Though it can, on occasions, be one way, the primary relationship is two way, and it is often about changing how others perceive you for the better. In councillor/officer relations, influencing is about moving things forward without pushing, forcing or telling others what to do. All too often, if you seek to influence officers through bullying or coercion you will not succeed in winning their support – and their lasting impression of you is likely to be negative.

The personal characteristics that can help to positively influence officers' perceptions can include:

- energy and enthusiasm
- a calm, even tempered, disposition
- an ability to be flexible and adaptable to different people and situations
- strong listening and observation skills
- an ability to act impartially or with neutrality
- self-confidence and gravitas
- demonstrable empathy and perception.

Interpersonal tactics for good councillor/officer relations

Be yourself, without defensiveness or hidden agendas, and share your experiences and feelings to establish empathy.

Describe what you see rather than being judgemental, eg “on the basis of what you’ve said, you don’t look to be supportive...”

Show you understand people’s situation, needs and feelings. Maintain your assertiveness, but avoid displays of unnecessary emotion (weakness or aggression) and unhelpful behaviours, eg immediate counter-attacks and talking over the top of people.

Keep people and problems separate, ie recognise that in many cases officers are not just ‘being difficult’ – real and valid differences can lie behind conflicting positions. By separating the problem from the person, real issues can be debated without damaging working relationships.

Explore options together, ie being open to the idea that a third position may exist and that you can get to this idea in collaboration with officers.

Listen first and talk second – to stand any chance of influencing officers you must first understand where they are coming from before feeling you must ‘defend’ your own position.

Focus on getting the support of the ‘early adopters’, ie there will usually be a proportion of officers who are open to new ideas or new ways of doing things.

Their support can often be influential in encouraging the more resistant to come forward, over time, in support of your views or action plans.

Of course the way that you approach officers and the particular style you adopt in trying to influence people can take a variety of forms, depending on your personal preferences and the situation you find yourself in. Being a good influencer will require you to adapt your approach depending on how directive you wish to be and whether you believe you should appeal to officer's emotions or intellect to achieve your desired result. This is again about judgement on your part.



Challenge 5 – using your influencing skills in councillor/officer relations

What tactics might you employ in seeking to influence your officer colleagues' views in the following scenarios?

1) You are looking to get some officer support for a community meeting in your ward, during which residents will be asked what they see as being the 'big issues' for the locality. You would like the council's newly recruited director of community services to attend the evening meeting with you, but have to find a way of convincing him that this is time well spent.

2) A joint councillor and officer working party has been set up to investigate more efficient ways of delivering council services for disabled people. The officer representative on the group is resistant to the idea of spending time and money consulting with the plethora of groups representing disabled people in the area to understand what local needs exist, preferring instead to use published statistics on levels of disability. You understand her concerns, but believe that two or three advocates could be co-opted onto the working party to provide some useful challenge and independent views.

3) A proposed rationalisation of library services has identified the library in your ward for closure. Your constituents are opposed to closure and you are concerned about the loss of this service in your community.

Relations with statutory officers

In reaching their decisions, councillors must have regard to the advice given by officers and, in particular, that offered by the:

- Chief Financial Officer, whose duties are prescribed under section 114 of the Local Government Finance Act 1988
- Monitoring Officer, whose duties are set out under section 5 of the Local Government and Housing Act 1989?
- Chief Legal Officer, who should be consulted when there is any doubt as to the council's power to act – or in determining whether any action proposed lies within the policy framework agreed by the council – or where the legal consequences of action or failure to act by the council might have important repercussions.

The statutory officers of the council are the head of paid service (usually the Chief Executive), the Monitoring Officer and the Section 151 Officer. All have a duty to advise the council as a corporate body. The ability of these officers to discharge their duties depends not only on effective working relations with their councillor colleagues, but also on the flow of information and access to the debating processes of politicians. As such, it is crucial that you have a good working relationship with your statutory officers that are based on a clear understanding of their roles and responsibilities.



Challenge 6 – the role of statutory officers

Imagine there has been a range of issues facing your council about councillor behaviour and councillor and officer relations. The issues have been focused around one councillor. Although it is clear that all is not well, the problems are 'low level' but recurrent. The chief executive is reluctant to get involved, so the issues have been left to the political party to sort out.

What could the chief executive do?

Reflect on your response. There is probably a fair amount that the chief executive could do. In fact, a chief executive could be proactive in:

- (a) Setting and demonstrating high standards of ethical behaviour, openness and honesty, and
- (b) Resolving issues around poor councillor behaviour, if they have not been addressed and resolved by the political parties. This could take the form of talking to leaders of political parties and individuals about behaviour, ensuring training is provided to councillors, ensuring that any guidelines on appropriate/inappropriate behaviour are circulated to councillors and invoking locally agreed standards procedures.

Final word

Summary

The working relationship between councillors and officers is integral to the successful operation of an effective local authority. Politicians and managers have vital roles to play in providing a form of joint leadership which is based on shared knowledge, skills and experience. And at the heart of this relationship should be a common vision, shared values and mutual respect.



Challenge 7 – where do you go from here?

Look back over the material contained in earlier sections of this workbook and consider the following:

a) What key action points can you identify to improve the way you work with your officer colleagues, ie what three or four things might you start doing, keep doing or stop doing?

b) Have you identified any gaps in your knowledge or shortcomings in your personal skills? If so, please set these out below and identify how any further training or development might help you, eg further reading/research, attending courses, coaching, mentoring, work shadowing etc.

Appendix A

Ethical considerations in activity 4

Scenario

During the regular chairman's briefing before papers are issued for committee, the vice chair asks the officer present if she could amend a recommendation in one of the reports. He explains that this is because he has had years of experience in this field and does not feel the recommendation would be workable. He states that he tried to come in and see her the week before but, because she was on holiday, he took the file from her desk and read it. The contents confirmed his opinion. He also feels that her recommendation would not be politically acceptable to his fellow councillors.

Ethical considerations

In acting in this way, it appears that the chairman is directing the officer to change her recommendation, which is likely to compromise her impartiality. These actions may be in breach of the locally agreed code of conduct. On the other hand the chairman may be raising legitimate concerns about the recommendations, in an appropriate manner, to an officer who is at a level of seniority where such challenges are appropriate. In these circumstances the action is unlikely to constitute a breach. Removing the file from the officer's desk and reading it may raise concerns in relation to treating others with respect, but this is not likely to be serious enough to justify further action.

Officers' reports are based on their professional opinions, although they must have regard to political realities within the council. Therefore, it would be inappropriate for a councillor to direct an officer in this manner. It is for the officer to determine whether to amend the report or to leave it as it is (in which case councillors

must not bring pressure on the officer or direct change). Councillors can overturn the recommendation at committee, and this occurs where good reasons can be shown at planning committees.

Councillors' access to information must be channelled through the proper officer and in line with agreed protocols and statutory requirements. It should be pointed out that taking the file from the officer's desk without permission is not the proper way to get access to the file. The taking of files by unauthorised persons may be in breach of data protection laws.

The scenario also raises concerns about councillors' involvement in day to day operations rather than strategic decision making. An appropriate response would be to use the officer and councillor briefing mechanism to exchange advance information and to explore political sensitivities prior to drafting of reports and recommendations.

All councillors should be aware of:

- policy, protocols and/or guidance on officer reports and rules of delegation
- legislation and protocols for access to information and in particular the additional rights of councillors of scrutiny committees
- guidance on the role of chairman's briefing.

Sources of further information

Publications

The Councillors' Guide

Local Government Association (LGA)
www.local.gov.uk

Highlighting Political Leadership

The LGA's range of political leadership development programmes helps to support and develop councillors ensuring our local politicians are confident and capable; well-equipped and well supported to make a difference, deliver and be trusted.

Useful websites

The LGA website is a valuable source of help and advice for all those in local government.
www.local.gov.uk

The LGA website has many pages discussing community leadership and a number of publications, a series of case studies, and development programmes for councillors and council officers.

For more information please go to:
www.local.gov.uk/our-support/highlighting-political-leadership

The Local Authorities (Model Code of Conduct) (England) Order 2007

www.legislation.gov.uk/ukxi/2007/1159/contents/made



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