



Prestatyn Town Council

Risk Management Policy

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1 Introduction

1.1 This document forms the Council's Risk Management Policy. It sets out:

- What is risk management;
- Why does the Council need a risk management strategy;
- What is the Council's philosophy on risk management;
- What is the risk management process
- Roles and responsibilities;
- Future monitoring

1.2 The objectives of this policy are to:

- Further develop risk management and raise its profile across the Council;
- Integrate risk management into the culture of the organization;
- Embed risk management through the ownership and management of risk as part of all decision making processes;
- Manage risk in accordance with best practice.

2 What is Risk Management?

2.1 Risk is the threat that an event or action will adversely affect an organisation's ability to achieve its objectives and to successfully execute its strategies. Risk management is the process by which risks are identified, evaluated and controlled. It is a key element of the framework of governance together with community focus, structures and processes, standards of conduct and service delivery arrangements.' Audit Commission, Worth the Risk: Improving Risk Management in Local Government, (2001: 5)

2.2 Risk management is an essential feature of good governance. An organization that manages risk well is more likely to achieve its objectives. It is vital to recognize that risk management is not simply about health and safety, but applies to all aspects of the Council's work.

2.3 Risks can be classified into various types but it is important to recognize that for all categories the direct financial losses may have less impact than the indirect costs such as disruption of normal working. The examples below are not exhaustive:

Strategic Risk - long-term adverse impacts from poor decision making or poor implementation. Risks damage to the reputation of the Council, loss of public confidence, in a worse-case scenario Government intervention.

Compliance Risk - failure to comply with legislation, laid down procedures or the lack

of documentation to prove compliance. Risks exposure to prosecution, judicial review, employment tribunals and the inability to enforce contracts.

Financial Risk - fraud and corruption, waste, excess demand for services, bad debts. Risk of additional audit investigation, objection to accounts, reduced service delivery, dramatically increased Council Tax levels/impact on Council

Operating Risk - failure to deliver services effectively, malfunctioning equipment, hazards to service users, the general public or staff, damage to property. Risk of insurance claims, higher insurance premiums, lengthy recovery processes.

2.4 Not all these risks are insurable and for some the premiums may not be cost effective. Even where insurance is available, a monetary consideration might not be an adequate recompense. The emphasis should always be on eliminating or reducing risk before costly steps to transfer to another party are considered.

2.5 Risk is not restricted to potential threats but can be connected with missed opportunities. Good risk management can facilitate proactive, rather than merely defensive responses. Measures to manage adverse risks are likely to help with managing positive ones.

3 Why does the Council need a Risk Management Policy?

3.1 Risk management will strengthen the ability of the Council to achieve its objectives and enhance the value of services provided.

3.2 The Risk Management Strategy will help to ensure that all Committees/service areas have an understanding of risk and that the Council adopts a uniform approach to identifying and prioritizing risks. This should in turn lead to conscious choices as to the most appropriate method of dealing with each risk, be it elimination, reduction, transfer or acceptance.

3.3 Strategic risk management is also an important element in demonstrating continuous service improvement.

3.4 There is a requirement under the Accounts and Audit Regulations 2011 to establish and maintain a systematic strategy, framework and process for managing risk.

4 Risk Management Policy Statement

Prestatyn Town Council recognises that it has a responsibility to manage risks effectively in order to protect its employees, assets, liabilities and community against potential losses, to minimize uncertainty in achieving its goals and objectives and to maximize the opportunities to achieve its vision.

The Council is aware that some risks can never be eliminated fully and it has in place a strategy that provides a structured, systematic and focused approach to managing risk. Risk management is an integral part of the Council's management processes.

5 Implementing the Strategy

5.1 Risk Control

Risk control is the process of taking action to minimize the likelihood of the risk event occurring and/or reducing the severity of the consequences should it occur. Typically, risk control requires the identification and implementation of revised operating procedures, but in exceptional cases more drastic action will be required to reduce the risk to an acceptable level.

Options include:

- Elimination - the circumstances from which the risk arises are removed so that the risk no longer exists;
- Reduction - loss control measures are implemented to reduce the impact/likelihood of the risk occurring;
- Transfer - the financial impact is passed to others e.g. by revising contractual terms;
- Sharing - the risk is shared with another party;
- Insuring - insure against some or all of the risk to mitigate financial impact; and
- Acceptance - documenting a conscious decision after assessment of areas where the Council accepts or tolerates risk.

5.2 Risk Monitoring

The risk management process does not finish with putting any risk control procedures in place. Their effectiveness in controlling risk must be monitored and reviewed. It is also important to assess whether the nature of any risk has changed over time.

The information generated from applying the risk management process will help to ensure that risks can be avoided to minimised in the future. It will also inform judgements on the nature and extent of insurance cover and the balance to be reached between self-insurance and external protection.

5.3 Risk Management System

Risk identification - Identifying and understanding the hazards and risk facing the Council is crucial if informed decisions are to be made about policies or service delivery methods.

The risks associated with these decisions can then be effectively managed.

Risk Analysis - Once risks have been identified they need to be systematically and accurately assessed using proven techniques. Analysis should make full use of any available data on the potential frequency of events and their consequences. If a risk is seen to be unacceptable, then steps need to be taken to control or respond to the risk.

Risk Prioritisation - An assessment should be undertaken of the impact and likelihood of risks occurring, with impact and likelihood being scored using a matrix. This will require a numeric value to be given to both the likelihood of the risk happening and the severity of the impact if it did, based upon the following scoring:

- Low 1 to 5
- Medium 6 to 11
- High 12 to 25

Where a residual risk is low further action will only be taken where it is viable to do so. Medium risks will be addressed within the next 3 to 6 months. High risks will require action as soon as possible.

6 Roles and Responsibilities

6.1 It is important that risk management becomes embedded into the everyday culture and performance management process of the Council. The roles and responsibilities set out below are designed to ensure that risk is managed effectively right across the Council and its operations, and responsibility for risk is located in the right place. The process must be driven from the top but must also involve staff throughout the organisation.

6.2 Elected Members - risk management is seen as a key part of the Elected Member's stewardship role and there is an expectation that Elected Members will lead and monitor the approach adopted, including;

- Approval of the Risk Management Strategy;
- Analysis of key risk in reports on major projects, ensuring that all future projects and services undertaken are adequately risk managed;
- Consideration, and if appropriate, endorsement of the Annual Governance Statement; and
- Assessment of risks whilst setting the budget, including any bids for resources to tackle specific issues.

6.3 Employees - will undertake their job within risk management guidelines ensuring that their skills and knowledge are used effectively. All employees will maintain an awareness of the impact and costs of risks and how to feed data into the formal process. They will

work to control risks or threats within their jobs, monitor progress and report on job related risks to the Town Clerk.

6.4 Town Clerk - will act as the Lead Officer on Risk Management and be responsible for overseeing the implementation of the Risk Management Strategy. The Town Clerk will:

- provide advice as to the legality of policy and service delivery choices;
- provide advice on the implications for service areas of the Council's
- corporate aims and objectives;
- update the Council on the implications of new or revised legislation;
- assist in handling any litigation claims;
- provide advice on any human resource issues relating to strategic policy options or the risks associated with operational decisions and assist in handling cases of work related illness or injury;
- advise on any health and safety implications of the chosen or proposed arrangements for service delivery;
- assess and implement the Council's insurance requirements;
- assess the financial implications of strategic policy options;
- provide assistance and advice on budgetary planning and control;
- ensure that the Financial Information System allows effective budgetary control;
- maintain the Council's Risk Register;
- effectively manage the Council's investment and loan portfolio.

6.5 Role of Internal Audit - Internal Audit provides an important scrutiny role by carrying out audits to provide independent assurance to the Council that the necessary risk management systems are in place and all significant business risks are being managed effectively.

Internal audit assists the Council in identifying both its financial and operational risks and seeks to assist the Council in developing and implementing proper arrangement to manage them, including adequate and effective systems of internal control to reduce or eliminate the likelihood of errors or fraud.

Internal Audit reports, and any recommendations contained within, will help to shape the Annual Governance Statement.

6.6 Risk Management Policy – Annual Review and future development of the Risk Management Policy will be overseen by the Full Council.

6.7 Training - Risk Management training will be provided to Elected Members and staff through a variety of mediums. The aim will be to ensure that both Elected Members and staff have the skills necessary to identify, evaluate and control the risks associated with the services they provide.

6.8 In addition to the roles and responsibilities set out above, the Council is keen to promote

an environment within which individuals/groups are encouraged to report adverse incidents promptly and openly.

7 Future Monitoring

7.1 Review of Risk Management Strategy - This Strategy will be reviewed annually.

8 Conclusion

The adoption of a sound risk management approach should achieve many benefits for the Council. It will assist in demonstrating that the Council is committed to continuous service improvement and effective corporate governance.

Reviewed at Full Council on 13 July 2022

.....
Signed Town Mayor



9 PRESTATYN TOWN COUNCIL- RISK ASSESSMENT 2022

Probability	Severity Impact				
	1 - Insignificant	2 - Minor	3 - Moderate	4 - Major	5 - Catastrophic
1 - Unlikely	1	2	3	4	5
2 - Rare	2	4	6	8	10
3 - Possible	3	6	9	12	15
4 - Likely	4	8	12	16	20
5 - Very Likely	5	10	15	20	25

<u>Management Risk</u>	<u>Risk Identified</u>	<u>Control Measures</u>	<u>Probability</u>	<u>Severity</u>	<u>Risk Rating</u>	<u>Action Required</u>
Risk of Security, Fire and Damage to buildings; - Nant Hall Road - Jubilee Centre - Ty Caradoc - Ty Pendre - Lock-up premises - Container	- CCTV - Fire Alarm - Burglar Alarm - Locks - Fire Doors - Regular use of premises to avoid dormancy - Health and Safety to staff/users - Appropriate premises insurance annual cover	- Council Offices (Nant Hall Road) provided with locks, security and fire alarm systems, internal CCTV, security doors, flood gates, PAT testing; annual contracts in place to maintain integrity - Ty Pendre fitted with roller shutter and security doors. - Community Centres leased to third parties who are responsible for day-to-day operations and security.			M	Property surveys were completed in 2021
Vulnerable buildings/ equipment	Bus shelters, seats, notice boards and open spaces receive regular maintenance inspection.	Contract in place for regular maintenance, cleaning and inspection.			L	
Provision services under agency/partnership	May alter each year	Each grant aid programme is monitored, and financial transactions subject to individual records. Service			L	

		agreements and joint partnership agreements adopted where required.			
Financial Regulations	Requires periodical review to ensure overall arrangements reflect current requirements. To cover; • Income • Expenditure • Petty Cash • Returns • Budget Monitoring	• Software installed for accounting processes • Online Banking systems utilised with associated security settings • Financial regulations periodically reviewed and updated • Regular returns to inland revenue • grant aid returns • vat • renumeration panel returns • annual audit return • Monthly Paid Accounts • Quarterly budget and end of year statements reported to Full Council	L	Currently under review to meet financial regulations Compliance to new HMRC rules of VAT returns to be implemented	
Standing Orders	• Changes to legislation will dictate the reviewing requirements	• Existing documentation adopted in 2006, and changes to both governmental and financial legislation during the interim period requires adjustment to bring documentation back in-line	M	Presently undertaking update review of Standing Orders.	

Reporting on Contracts	- New contracts when agreed can involve different legislative compliance requirements using a variety of; - Suppliers - Providers - Contractors - Procurement procedures	- Reported to F&M Committee annually but contracts can be awarded up to three years subject to satisfactory performance. - Local goods and services obtained when competitive and available, including Tender processes, and submitted to F&M committee for approval; - Quotes under £5K - Tenders over £5K			H		
Standing Committee's Statement of responsibility for each service	Terms of Committee reference reviews scope of work.				L		Under review
Monetary transactions	Cash holdings	Controls in place; Separate cash holding away from main reception.			M		Presently being updated

		• Panic Button provided. • Controls on small level of cash held in office.			
Performance of delivery of services		• Regular reports to relevant committees. • Monthly financial updates submitted			L
Investments		Treasury deposit and/or bank savings account utilised and reports go to F&M committee.			L
Fraud and Corruption		Council has defined internal financial regulations and systems including designation of Responsible Financial Officer. Independent Internal Auditor appointed by Council and External Auditor appointed by Welsh Assembly Government. Controlled by F&M Committee.			L
Minutes and Records	• Minute-keeping	Standing Orders; To record Council's decisions, record legal basis and ensure legislative powers correctly applied.			L

	Financial records	- Record details of decisions and legal powers; - numbered pages; - master copy kept in safekeeping - regular reporting of financial transactions to F&M Committee			
Internal Controls	- Standing orders and financial regulations - Postbook and reception	- regular financial reports to committee. - Independent internal auditor appointed who regularly attends. - Annual year end reporting and timely/topical reports to Members as and when required. - All incoming mail recorded. - Outgoing correspondence letters etc recorded in filing systems. - Visitors book on reception		L	Under review
Management Capacity and Effectiveness	- Loss of key-workers - Staff recruitment/attrition - Succession planning - Staff disciplinary processes - Office equipment and maintenance	Organisation structure approved by council. Day-to-day management undertaken by Town Clerk.		H	Presently recruiting staff

	Fluctuation in service operations					
Data Protection Act	Adherence to present legislation requirements, including GDPR.	- All information subject to data protection and freedom of information requirements. - Access to office records restricted to staff and other material requests/enquiries referred to Town Clerk/Financial Officer.			M	Review of present arrangements and policies to be undertaken

Further Risk Identification

Financial Grant Awards for local events	Procedures for grants awarded	Full council committee approval required				Process to be reviewed
External Grants		- Procedure for dealing with external grants includes separate recording in financial statements and maintenance of records - Careful monitoring required for different recording requirements of external bodies and timing of cashflows			L	
Consultation requests	Procedure must be in place to deal with consultation requests	Dependent upon timescales provided and Committee timetable.			L	

		General public consultations recorded in publicity schedule.			
Members Interest/Hospitality Register	Requirement to maintain records	- Declarations of Interest recorded at meeting and separate declaration kept in file. - A new Register of Member Financial and Other Interests was adopted for use post elections 2017.	L		
Adoption of Code of Conduct	There is a requirement for Councillors to recognise corporate actions and responsibility within a democratic framework.	- Codes of Conduct adopted and acknowledged upon Councillor's election. All Councillors receive opportunity for training on Code of Conduct but it is not compulsory. - Further training for Mayor, Deputy, Chairman and Vice Chairman offered via One Voice Wales/Denbighshire County Council. - Staff are subject to National Joint Councils Term and Conditions of Service and Society of Local Council Clerks terms for Town Clerk/Financial Officer.	L		

Public Events including Mayoral activities	- The Council's role in holding events and activities requires individual assessment of organisers, type, style, size etc. - Risk assessments required for each event.	Denbighshire County Council has introduced a comprehensive events licencing application form for all types of event. The licencing process has resulted in an increased workload and loss of flexibility in arrangements for smaller local events.		M	
Major Projects	- All significant new projects/activity require assessment for financial, human resource and legal implications. - Timing of grant receipts and payments must be assessed against cashflow.	- Robust scrutiny of new projects and attention to HR support necessary for such activities is undertaken as part of preliminary considerations. - Joint Partnership Agreement available for significant projects.		L	
Freedom of Information Act	FOI requests etc from individual person and personal actions against individual volunteer Councillors and paid Staff	Robust management controls are in place to minimise impact.		L	

	can disrupt Council operations.				
Protection					
Protection of physical assets	Record of assets/investments	Maintain annual register of assets and investments		L	
Maintenance of buildings	Cost of property upkeep	- Council owned property subject to ongoing property surveys and valuations. - Costed property action plans are being prepared and funds sought for repair works		M	Landlord/tenant responsibilities to be reviewed and clarified
Insurance cover	Maintain insurance cover	Review cover annually		L	
Consequential loss	Business interruption requirements	Insurers provide business interruption and consequential loss cover		L	
Robustness of insurance provider	Integrity of Insurance cover	Present insurer is recognised national company and provider of insurance for local Councils (Zurich)		L	

Appendix

Links to associated documentation referred to in this paper.

Version Updates

Version	Date	Section	Details of change
1	01/07/22	Whole of Document	Whole of Document first draft for approval
2	28/09/22	Index	Reformatting of document and addition of Index to start of document
		Risk Assessment	Addition of full risk assessment following Section 8 – Conclusion
		Appendix	Addition of Appendix page at end of document

Approvals and Distribution

Version Adopted	Date Adopted	Meeting	Minute Number	All Members
1	13 th July 2022	F&M	69	15 Cllrs



Prestatyn Town Council

Training and Development Policy

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Introduction

The Local Government and Elections Act (“the 2021 Act”) requires community councils to make and publish a plan about the training provisions for its members of staff. The first training plan must be ready and published by 5 November 2022, six months after the duty comes into force. The training plan should reflect on, and address, whether the council collectively has the skills and knowledge it needs to deliver its plans effectively.

Wording under the 2021 Act (hyperlink attached) is as follows;

PART 4 LOCAL AUTHORITY EXECUTIVES, MEMBERS, OFFICERS AND COMMITTEES

Training of members and staff of community councils

7 Community council training plans

- (1) A community council must make and publish a plan (a “training plan”) setting out its proposals in relation to the provision of training for—
 - (a) the councillors of the community council, and
 - (b) the community council's staff.
- (2) A community council must make its first training plan no later than six months after the date on which subsection (1) comes into force.
- (3) A community council must make a new training plan no later than three months after each ordinary election of community councillors to the council.
- (4) A community council must review its training plan from time to time.
- (5) If a community council revises or replaces its training plan, it must publish the revised or new plan.
- (6) Section 101 of the 1972 Act (arrangements for discharge of functions by local authorities) does not apply to a community council's functions of—
 - (a) determining the content of a training plan or any revised plan, and
 - (b) reviewing the training plan.
- (7) A community council must have regard to any guidance issued by the Welsh Ministers about the exercise of functions under this section.

The following is a resume of draft guidance and provisions associated with these instructions.

Training Plans

Community councils and their staff should seek to equip themselves to be as effective and efficient as possible when exercising functions. Councils should regularly review whether there are opportunities to improve their administration and governance so that they are better able to perform their responsibilities and serve their communities. Having identified development gaps, the next step is to develop a plan to address any these gaps needs.

Section 67 of the 2021 Act requires community councils to make and publish a plan about the training provision for its members and staff. **The first training plan must be ready and published by 5 November 2022**, six months after the duty comes into force. This is considered to be an appropriate period of time for councils to assess needs, agree its training budget and adopt a plan.

The training plan should reflect on, and address, whether the council collectively has the skills and knowledge it needs to deliver its plans most effectively.

Purpose of the training plan

Planning for the provision of training can be carried out in a proportionate way, taking into account factors such as the activities undertaken by that council, the current expertise of councillors and clerks and the nature and significance of any training needs identified. Overall, the intention is that the preparation of a training plan would support a move towards councillors with the relevant training to carry out their role - as well as professional clerks and other employees.

Training needs analysis

In order to determine the training priorities for the community council, it is necessary to assess the essential skills needed by the council and whether the council feels there is sufficient coverage and depth across the council. The full list of essential skills will depend on the activities within the council. For instance, a council intending to exercise the general power of competence may find it essential that councillors are familiar with preparing a business case or setting up a business.

There are areas which all councils should ensure that they have sufficient skills and understanding. These are:

- Basic induction for councillors
- The Code of Conduct for members of local authorities in Wales.
- Financial management and governance.

In addition to these areas, the council will want to consider if there are new challenges and opportunities it may wish to explore, such as those offered by the general power of competence. In which case, it may decide there are new skills for councillors and clerks to attain.

The first step in the process of developing the training plan is to undertake a training needs analysis of councillors, the Clerk/RFO and Deputy and/or Assistant Clerk, as well as other officers and staff such as caretakers, cleaners, grounds staff, catering staff and those managing facilities such as leisure facilities, cemeteries or street markets. To make certain that this process is meaningful and effective, it will be necessary to have regard to the competencies required for each role.

The next stage is to determine what steps it will take to address relevant skills gaps and prioritise accordingly.

Agreeing and publishing the training plan

The training plan should reflect the training needs of the council and its plan for addressing those needs. The plan must be approved by the full council prior to publication. The plan should provide, as a minimum, information about:

- The type of training,
- Numbers participating
- The timeframe over which the training is expected to be completed; and

- The overall cost of the training.

The plan will need to include details of the courses that will be considered for each of the roles. It is anticipated that the training needs of the Council will mostly be met by One Voice Wales and the Society of Local Council Clerks. However, for certain training needs specifically those with a high technical component or courses needed to address training needs that relate specifically to roles such as caretakers and grounds staff it may be necessary to source courses from local providers such as colleges of further education or local training companies that may specialise in what might be described as technical training or specific elements relating to health and safety. In the case of training in planning related matters the first port of call should be Planning Aid Wales who have a successful track record of providing training to community councils.

Training costs must be met by councils themselves, though bursary schemes for councillors and clerks may be available to subsidise these costs. Part of the costs of running an effective council includes ensuring that the members and staff have sufficient capability to carry out their functions effectively. Councils should take account of the training costs when setting their budgets. Smaller councils in particular may wish to share training plans with neighbouring councils to identify any common training requirements that could be negotiated on a larger group basis and potentially reduce the training costs for all.

The published training plan should not seek to name individuals without their consent. Where this is impossible, e.g., there is one member of staff, the training plan should focus on what the training priorities are rather than who they are for.

Training for employees of more than one community council

A single clerk may act in this capacity for more than one community councils. Other staff may also work across multiple community councils. It is recommended that community councils take a pragmatic approach to meeting the training needs. For instance, councils could agree collectively what training such staff are to receive and how the costs may be shared between the councils. This could be recorded in the training plans of all councils affected, although care would need to be taken to prevent the information identifying a particular individual.

Review of training plans

Under section 67(4) of the 2021 Act there is duty on councils to review their training plan from time to time. As a minimum this would be at least at every ordinary election of community councillors. Under section 67(3) of the 2021 Act, once the first plan is published, subsequent plans must be prepared within three months of an ordinary election of community councillors. In practice, the plan is likely to require revising more frequently, for example, following a council by-election or a new co-opted councillor joining; staff changes; or taking on new responsibilities such as new services or assets.

Where a council revises or replaces its training plan, under section 67(5) of the 2021 Act, the council must publish the revised or new plan.

Publication

The expectation is that the publication of the council's training plan should be consistent with the wider approach to publication in the 2021 Act; that the report is published electronically.

Identification of Training Needs

Initially an analysis needs to be undertaken of the core competencies required of councillors and employees. To assist Councils undertake this analysis there is a schedule of core competencies associated with some of the roles common to most councils described in Appendix One. These roles relate to that of Councillor, Clerk/RFO, Deputy and Assistant. Appendix Two provides details of those core competencies that would apply to other roles such as Caretaker of a Community Centre and Grounds staff which are employed in many community councils.

The next step, having determined the competencies that are required for each of the roles, is to determine what training and development is required, the estimated cost involved and programming of the training over the period of the training plan. It should be acknowledged that training and development is not just about sending individuals on training courses or webinars, but it may include membership of professional bodies, provision of relevant information and internally organised team development events.

For those employees who are annually appraised there is an opportunity here to consider how training and development needs identified as part of the process can be linked to the requirements specified in the training plan. Likewise, any new initiatives planned by the Council might require consideration of new and emerging training and development needs. For example, a Council that decides to organise an event for the community for the first time might identify that health and safety training is needed together with guidance on risk assessment preparation.

The next step is to assess the training requirements for each role within the Council. Appendix Three provides a template for recording the assessments made and identifying the training requirements needed. It will be important to prioritise the implementation of the training plan and programme the investment over the next five years.

Appendix Four provides a template for programming the training and including estimated costs in each of the years that can feed into the budget making process.

Appendix Five provides a schedule of One Voice Wales's courses together with a summary of the content. These are normally held as 1.5-hour webinars.

Appendix Six provides a schedule of courses available from the Society of Local Council Clerks with the associated web-links.

Putting it all together in a Training Plan

Having made the relevant assessment and determined the training and development needs of roles within the Council it is now necessary to pull this information together to prepare the training plan that will require approval by the Council and following that publication on the Council's website.

Appendix Seven provides Councils with a template that can be used to prepare the training plan.

It is important to note that the plan will need to be reviewed at set intervals and used as a 'living' document to support the enhancement of the knowledge and skills of Councillors and their employees.

Statement

Prestatyn Town Council ("The Council") is committed to the principle of encouraging members of staff to enhance their career and qualifications by further training. All sponsored training must relate directly to the needs of the Council, be relevant to an individual's duties and be subject to availability of financial resources.

Training Objectives

To provide suitably trained, qualified and motivated employees for the Council at the right time and level.

To provide facilities for training and retraining to meet the changing needs of the Council.

To provide employees with a greater understanding of the purpose and working of the Council and their part in it and to foster the development of job satisfaction and positive attitude towards personal development.

Identification of Training Needs

Members and employees should have regard to the following when considering training needs:

- a. Workload implication of training.
- b. The capabilities of the applicant to benefit from the training.
- c. The employees past attainments if the application is for continued academic sponsorship.
- d. The most economic and effective means of training.
- e. The provision and availability of training budget.
- f. Priority of each individual employee's need with regard to budget.

Prestatyn Town Council will hold a schedule of training requirements (See Appendix section).

This schedule will be reviewed annually for staff in line with training and development reviews and appraisals

With reference to Councillors the schedule will be reviewed when new members are elected.

Training Schemes

Training courses to be financed from the Town Council staff training budget.

It is expected that employees undertaking qualification training will attend the nearest college offering the required course at the appropriate level.

Financial Assistance Scheme

Where training is approved the Council will pay and /or assist with expenses incurred which may cover such items as tuition and examination fees. The Council will sponsor employees for one examination resit only i.e. two attempts at any one examination.

Travelling costs will be reimbursed.

Where facilities are granted under the scheme to enable an officer to acquire a recognised qualification, it is a condition precedent to the granting of such facilities that the officer shall be required to undertake to remain in the service of the Town Council for a period of two years from the date on which the qualification is obtained. If an officer leaves within this two year period all costs are reclaimed in full except in the most exceptional circumstances.

Where an officer without good reason fails to sit for an examination within a reasonable period or fails to show satisfactory progress in his/her studies or discontinues the course, the Council will forthwith withdraw the facility granted under the Scheme and will require the refunding of the financial assistance granted in accordance with the undertaking signed by the employee.

The continuance of facilities under the Scheme, whether for a second or succeeding stage of study or for a second attempt at an examination, shall be granted only if the Council is satisfied either that the officer has passed the appropriate examination, has otherwise made satisfactory progress in his/her studies, or merits assistance to enable him/her to sit the examination again.

Officers attending assisted courses are required to inform the Town Clerk immediately of any absences giving reasons. Failure to do so may result in action being taken under the Disciplinary Procedure.

Staff are required to complete and sign a declaration of undertaking before embarking on a post-entry qualification training course agreeing to the above conditions. This undertaking is authorised by the Town Clerk and Town Mayor.

The individual employee is responsible for his/her registration for the appropriate course and examination, but not before approval has been obtained. The Council will not meet a financial commitment where prior approval has not been granted.

APPENDIX ONE

SCHEDULE OF COMPETENCIES

COUNCILLORS

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

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

	to abide by. Skills in acting as a corporate employer. Understanding of the appointments process and interviewing skills.	abiding by the Member Officer Protocol (if adopted). Acts as an effective member of an appointment panel, applying sound HR and equality and diversity principles to secure the best candidate.
Health and Safety	Understanding of Health and Safety legislation in the work of the Council. Understand how to assess risks and ensure personal safety and that of others.	Promotes and ensures the health and safety of everyone in the council. Ensures personal safety when working in the Council and when in groups or alone in the community.
Continuing professional and personal development	Ability to identify personal development needs and to participate in development activities.	Undertakes regular personal development reviews taking account of role descriptions and competency frameworks. Takes responsibility for developing personal skills and knowledge, attends learning and development activities seeking tangible outcomes.
Financial Capability	Understanding of the way councils and services are funded. Understanding and skills in budget setting. Personal financial capability.	Engages effectively in the budget setting process. Is prepared to take hard, evidence-based decisions. Demonstrates skills in numeracy when interpreting data and asking questions.
Sustainable Development	Understanding of issues that impact on future generations such as health and wellbeing, financial security and the environment.	Takes decisions based upon the needs of future generations as well as the current population.
Local Leadership	Knowledge of community groups and leaders. Understanding of community issues and concerns. Ability to seek the views of all relevant parties. Understands the role and functions of the principal council.	Understands the needs of the local community and secures action from the council on behalf of local people. Communicates with the community, individuals and the council to ensure engagement and understanding of all parties.
Chairing	Understanding of meeting protocols and the rules of debate. Ability to manage the agenda, contributions and time. Chairs clearly and authoritatively, enforcing the rules and encouraging fair participation. Manages the agenda by introducing items, summarising	Ensures that the public feel welcome, understand the meeting purpose and how they can contribute. Commitment to enabling all committee members to develop skills and participate effectively in meetings. Builds relationships with the Clerk to ensure that the work of the council/committee is

	debate, focussing on outcomes and limiting contributions which do not contribute to the outcomes.	relevant, well informed and provides the outcomes needed. Work programme development and management Understanding of the subjects within the scope of a committee and how these interact with council policies generally and the roles of other committees. Ability to develop a balanced work programme for the committee and clear terms of reference and outcomes for any subgroups. Works with the Clerk and committee members to develop the work plan taking account of the work of other committees. Ensures that the work programme takes account of national, regional and local plans, policies and the expressed needs of the community for services. Makes sure that the committee also takes account of inspections or reports from audit, inspection and regulation bodies.
Civic Leadership	In depth understanding of standing orders and rules of engagement. Effectively chairs meetings of the Full Council demonstrating meeting management and leadership skills. Representing the Council at civic functions Ability to manage the Council's reputation. Skills in public speaking. Skills in relationship management.	Demonstrates high level communication, interpersonal and social skills.

CLERKS (Deputies and Assistant Clerks)
(These are taken from the CiCA portfolio guide)

Understands the roles, responsibilities and duties of the council and of the individuals involved in the work of the council

Is able to carry out research so that the council is well-informed for making decisions

Can manage the implementing of decisions for which the council is responsible

Can organise and maintain effective administrative systems, processes, policies and records

Can employ a variety of written and oral communication skills including the use of information and communications technology

Can advise the council on its duties and powers

Can ensure that all statutory requirements are observed including employment law, Health and Safety, Freedom of Information, Data Protection and Equality

Is able to establish appropriate and lawful procedures for managing the meetings of the council and its committees

Can advise the council on statutory requirements and other procedures for maintaining public confidence in the council

Can advise the council on financial planning and reporting including the preparation and review of budgets, the management of risks to public money and funding applications

Is able to ensure compliance with proper financial practices including accounts, financial regulations, audit processes, VAT and procurement

Can support the council in the planning, management, funding and review of projects, services, assets and facilities

Can manage the employment, performance and development of council staff

Can manage effective relationships with contractors and service users

Can advise the council on its performance as a corporate body ensuring councillors have opportunities for training and development

Can advise and support the council as it identifies and implements plans for the future of the community it represents

Can manage and administer the council's participation in the planning system according to current planning law, policies and procedures

Can demonstrate an awareness of all aspects of the community served by the council, recognising and respecting different interests and enabling cohesion

Can help provide all members of the community with opportunities for influencing decisions that affect their lives

Can facilitate the council's engagement with the community, managing public relations and ensuring that the council is transparent in all its actions

Can manage effective partnership working

Can advise and support the council as it facilitates community activity

APPENDIX TWO

Grounds Staff/Park Keepers/Cemetery Staff

The core competencies for these roles can be accessed from the following web-link: <https://qualifications.pearson.com/content/dam/pdf/NVQ-and-competence-based-qualifications/Work-based-Horticulture/2010/Specification/N029587-Edexcel-Level-2-Diploma-in-Work-based-Horticulture-QCF-221211.pdf>

In the case of cemetery staff, training is available from ICCM (<https://www.iccm-uk.com/iccm/training/>) and NAMM (https://www.namm.org.uk/nammArticle.eb?id=76&ebd=0&ebp=10&ebz=3_1661350768001)

Caretakers and Cleaners

The core competencies for such roles can be found on the Ofqual website: <https://register.ofqual.gov.uk/>

You may also find that the Ofqual website will identify competencies linked to NVQ qualification for the wide range of other staff employed by community and town councils.

APPENDIX THREE

LEARNING AND DEVELOPMENT PLAN TEMPLATE (Councillor)

Name of Councillor.....

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

Information Management					
Using ICT and social media					
Working with Clerk/Other Employees					
Health and Safety					
Continuing professional and personal development					
Financial Capability					
Sustainable Development					
Local Leadership					
Chairing Skills					
Civic Leadership					

A separate form should be completed for each councillor

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

LEARNING AND DEVELOPMENT PLAN TEMPLATE (Employee)

Name of Employee.....

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

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

An assessment should be made for each employee to identify their current competency level using a scale of 1-4 where 4 is fully proficient.

Priority should be given to competency levels assessed as 1 or 2

APPENDIX FOUR

PROGRAMMING AND ESTIMATED COST OF TRAINING

[illegible]

Appendix Five

One Voice Wales Courses

National Training Programme for Community and Town Councils in Wales

Module 1 - The Council

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

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

Module 2 - The Councillor

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

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

Module 3 - The Council as an Employer

- Contracts of Employment
- Role and Person Specification
- Recruitment and Retention
- Discipline, Grievance and Appeals
- Health and Safety
- Training and Development
- Sources of Advice

During the presentation we will explore the role of the council as an employer. We will cover contracts of employment and how these define the employment relationship, the role and person

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

Module 4 – Understanding the Law

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

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

Module 5 - The Council Meeting

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

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

Module 6 - Local Government Finance

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

- Other Sources of Income

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

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

Module 7 - Health & Safety

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

Module 8 - Introduction to Community Engagement

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

Module 9 - Code of Conduct

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

The module specifically covers the following:

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

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

Module 10 - Chairing Skills

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

Module 11 - Community Emergency Planning

What does emergency planning mean to you?

This course will give an overview of emergency planning and how it relates to communities. It will inform on the role of the main responding agencies and give an insight into what a community can do before, during and after an incident. It will give you the opportunity to deal with a scenario real councils could face.

So...

- What is a resilient community?
- What should a community emergency plan look like?
- How would you interact with the responding agencies?

This course will give the who, why, what and when of emergency planning!

Module 12 – Creating a Community Plan

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

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

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

Module 14 - Equality & Diversity

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

Module 15 - Information Management

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

Module 16 - Use of IT, Websites & social media

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

Module 17 - Making Effective Grant Applications

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

Module 18 – Managing Your Staff

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

Module 19 – Devolution of Services / Community Asset Transfer

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

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

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

Module 20 – Wellbeing of Future Generations Act 2015 / Sustainability

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

Module 21 – Understanding Local Government Finance – Advanced

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

This Module covers the following areas:

- Governance and Accountability
- Roles and Responsibilities

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

Module 22 - Understanding Mediation

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

Module 23 Successfully taking on a Community Asset Transfer

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

APPENDIX SIX

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

Webinars

The SLCC offer over 100 sector specific webinars for your officers to attend from VAT to Health & Safety, Planning to Carbon Literacy <https://www.slcc.co.uk/events/webinar/>

Themed Summits

A one day dedicated event on topical matters <https://www.slcc.co.uk/events/themed-summits/>

Practitioners' Conference

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

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

Joint SLCC & OVW Conference

An annual event currently delivered virtually offering training and guidance on a variety of topics

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

Management in Action

An interactive event featuring sessions around connecting people, developing strategy and preparing the sector for the future <https://www.slcc.co.uk/event/mia>

National Conference

Hear from a range of distinguished sector speakers providing training focused on the conference theme (changes annually) <https://www.slcc.co.uk/event/national/>

Qualifications

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

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

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

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

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

ILM (L5) Diploma in Leadership & Management <https://www.slcc.co.uk/qualification/ilm-level-5-diploma-in-leadership-management/>

ILM (L5) Certificate in Coaching & Mentoring <https://www.slcc.co.uk/qualification/ilm-level-5-certificate-in-coaching-mentoring/>

ILM (L5) Diploma in Coaching & Mentoring <https://www.slcc.co.uk/qualification/ilm-level-5-diploma-in-coaching-mentoring/>

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

APPENDIX SEVEN

TRAINING PLAN TEMPLATE

Name of Council.....

TRAINING PLAN

Date approved by Council....., 2022

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

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

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

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

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

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

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

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

Version Updates

Version	Date	Section	Details of change
Draft 1	12/Sep/22	Whole of Document	Whole of Document
V1D2	11/Oct/22	Whole of Document	Inclusion of One Voice Wales Guidance

Approvals and Distribution

Version Adopted	Date Adopted	Meeting	Minute Number	All Members
1	5 th October 2022	FC	138	10 Cllrs
1	2 nd November	FC	182	14 Cllrs

PRESTATYN TOWN COUNCIL -
COUNCILLOR TRAINING SCHEDULE 2022/23

2022-2023

Title	Self-Assessment	P.T.C. Standing Orders 2023	P.T.C. Financial Regulations 2023	Code Of Conduct	Basic Induction for Councillors	The Councillor	The Council Meeting	Chairing Skills**	Local Government Finance	Advanced Local Government Finance*	Understanding the Law	Dementia Friends	The Council as an Employer	Use of IT and Social Media
Mayor Cllr T Jones MBE	E 15/12/22			A 28/03/23				E 15/12/22				31/01/23		
Dep Mayor / CDRC Chair Cllr B Murray	E 15/12/22			E 15/12/22								E 15/12/22		
T/P Chair Cllr AR West	E 15/12/22			E 15/12/22								A 01/01/22		
T/P Vice-Chair Cllr C Holliday	E 15/12/22			TBC					A 12/09/22			31/01/23	A 26/10/22	
F&M Chair Cllr K Clewett	E 15/12/22			DCC June22								E 15/12/22		
F&M Vice-Chair Cllr J Matthews	R 21/12/22			DCC June22								E 15/12/22		
CDRC Vice-Chair Cllr G German	E 15/12/22			DCC June22								E 15/12/22		
Member Cllr B Williams	E 15/12/22			E 15/12/22								E 15/12/22		
Member Cllr G Sandilands	E 15/12/22			E 15/12/22								31/01/23		
Member Cllr E Heaton	E 15/12/22			DCC June22								E 15/12/22		
Member Cllr A Myatt Tomlin	E 15/12/22			DCC June22								31/01/23		
Member Cllr A Sampson	E 15/12/22			E 15/12/22								E 15/12/22		
Member Cllr J Thompson-Hill	E 15/12/22			E 15/12/22								E 15/12/22		
Member Cllr C Evans	R 15/12/22			E 15/12/23								31/01/23		
Member Cllr S Frobisher	E 15/12/22			E 15/12/22								E 15/12/22		
Member Cllr J M McLellan	E 15/12/22			E 15/12/22								E 15/12/22		
Member Cllr H Irving	E 15/12/22			DCC June22								E 15/12/22		
Member Cllr I Lifford	E 15/12/22			DCC June22					A 24/01/23			31/01/23	A 15/12/22	A 08/12/22
Key:-				A 28/03/23	A 19/10/22	10/01/23	12/01/23				A 12/12/22			

Required
Recommended
Due date to complete
Completed

E = Email date requested for information

A = Attended session

N = Training not required in present role

R = Replied

*Advanced Finance - particularly for those involved in F&M Committee

**Chairing Skills - for those appointed as Chair, Deputy chair, or would like to be considered in future