

REPORT OF THE PERSONNEL MANAGER

ELECTED MEMBERS LEARNING & DEVELOPMENT NEEDS ANALYSIS 2011

1. Purpose of Report

- 1.1 To seek the opinion of the Committee as to the content of the 2011 Elected Members Learning & Development Needs Analysis (LDNA) and how best to ensure a high level of response.
- 1.2 To advise the Committee that an additional survey on Member Induction 2011 will be included with the LDNA.

2. Recommendation

- 2.1 That the Employment Committee provides advice and direction on the above LDNA.
- 2.2 That the Committee considers the outcome of the survey at its next meeting to ensure that Member learning and development priorities are met.
- 2.3 That the Committee advises on how best to promote learning and development to Elected Members.
- 2.4 That the Committee notes the survey on the Member Induction Programme.

3. Details of Report

- 3.1 Elected Member Learning & Development is a key factor in Lichfield District Council's continuing performance as a good council.
- 3.2 To ensure that Learning & Development events are meeting the needs of Members, we would ask the Committee to provide us with guidance on the content of the attached document and how best this should be communicated given that unless the Members actively promote their own Learning and Development, we cannot ensure that Members will take up opportunities presented to them.
- 3.3 This Committee has been active in promoting and improving the numbers responding to the LDNA and the data insert below indicates an average of 50% response rate over the last two years. Although this is an improvement over previous years there is still some way to go to ensure that the majority of Members are taking up the Learning and Development opportunities that this Committee has identified as important.

Returns 2010	%	Returns 2009	%
29/56 (8 nil returns)	51.7	27/56 (10 nil returns)	48.2

- 3.4 The purpose of the survey is to identify any individual learning and development requirements to ensure that Members are able to fulfil their role as a Councillor most effectively. There are some key areas identified as essential requirements for Members to attend namely:
- Code of conduct/ potential changes – for all Members
 - Planning – for Planning Committee Members
 - Audit – for Audit Committee Members
 - Finance – for the Executive, Audit Committees Members, all Members
 - Overview and Scrutiny – for O&S Members
 - Regulatory and Licensing training – for Regulatory and Licensing Members
- 3.5 All Members are welcome to attend these events. Invitations will usually be sent to relevant Members but will also be detailed on the Calendar of Meetings.
- 3.6 Given the financial constraints we are under we need to continue to be flexible and creative in supporting Member development through different means e.g. sending out briefing notes, attending regional courses and working with our neighbouring councils where appropriate.
- 3.7 We have supported the development and introduction of a new Overview and Scrutiny tool kit which Committee Services introduced earlier this year.
- 3.8 **Appendix A** sets out the proposed LDNA Questionnaire 2011 along with a Self Review Tool for Members.
- 3.9 **Appendix B** sets out the questionnaire on the Member Induction Programme 2011.

4. Consultation

- 4.1 The views of the Committee are welcomed.

5. Financial Implications

- 5.1 There is a budget allocated for Elected Member development.
- 5.2 When Members do not attend the events there is a cost to the Council in terms of poor value for money in relation to the cost of development for Members actually attending.

6. Strategic Plan Implications

- 6.1 Member development is fundamental to ensuring the Council's objectives are achieved.

7. Risk Management Issues

The risks are identified below:

Description of Risk	Likelihood/ impact	Risk Status	Countermeasures	Responsibilities
Members availability to attend relevant events	Medium/Low	Tolerable	Introduce more flexible ways of learning and Development e.g. on line packages	Members, Employment Committee and officers allocated to support Member development
The risk of members failing to engage / attend planned events	Medium/Medium	Material	Need to find ways of ensuring members engage with their own personal Development	Members, Employment Committee and officers allocated to support Member development
Waste of resources /costs effectiveness associated with none attendance.	Low/Low	Tolerable	Encouraging members to attend events or make the development compulsory	Members, Employment Committee and officers allocated to support Member development.



Elected Members Learning and Development Needs Analysis 2011

Members Learning & Development Needs 2011 (LDNA)

Elected Member Training & Development is a key factor in Lichfield District Council's continuing performance as a good council.

Sufficient time and funds need to be allocated to make this Learning & Development effective.

- Provision will be made in your Calendar of 5 firm Learning & Development dates throughout the coming year, and there are specific training dates in the diary. This will ensure that elected Members have adequate notice of training events and can plan accordingly.
- Events will also be arranged to brief Elected Members in legislation and similar issues.
- A budget has been set that will provide sufficient funding for the 5 proposed Learning & Development dates.

To ensure that Learning & Development events are meeting the needs of Members, you are invited to express your Learning & Development requirements on the attached Members Learning & Development Needs questionnaire. To help you identify your own development needs, included is a [self review tool](#) for you to work through. This will help you reflect on what are the core skills of an effective councillor, where you see your own strengths and where you might need to develop further. It then gives some ideas on what initiatives could be taken to meet those needs. This is for your own private use and does not need to be returned.

- The questionnaire will be issued at Full Council on 11th of October 2011
- After working through the development tool, transfer your Development needs on to the questionnaire.
- **Please** make full use of the section inviting your own ideas for topics not covered in the lists, so that your Development Programme can be tailored to your individual needs. If numbers are small, alternative options to an on-site workshop will be sought e.g. Regional events, briefing notes.
- **There is no need** to list legislation issues because these will be covered as essential topics that will be directed at those Elected Members for whom it is relevant.
- **Please** return the completed form to the Learning & Development Officer, Mandy Linthwaite, as soon as possible but in any case by **31st October 2011**.

NIL RETURN:

This form should be returned even if you decide that **you do not require** any further development at this time. In this case, indicate in the Nil Return section at the end of the questionnaire. This gives an indication of the numbers who are unlikely to attend events.

Members Learning & Development Needs 2011 (LDNA)

MEMBER'S NAME

The purpose of this questionnaire is to identify any individual Learning & Development requirements to ensure that you are able to fulfil your role as a Councillor most effectively.

1. We regularly organise training around key areas:

- Code of conduct/ potential changes – for all Members
- Planning – for Planning Committee Members
- Audit – for Audit Committee Members
- Finance – for the Executive, Audit Committees Members, all members
- Overview and Scrutiny – for O&S Members
- Regulatory and Licensing training – for Regulatory and Licensing Members

All Members are welcome to attend these events. Invitations will usually be sent to relevant Members but will also be detailed on the Calendar of meetings.

If there is anything within the above areas you would like us to cover please indicate below:

2. Fraud Awareness:

Training sessions will be arranged in the year ahead for ALL Members to attend.

Key objectives of training are:-

- To raise level of Fraud Awareness in Council
- To provide definition of Fraud and Corruption (to include new Bribery Act)
- To provide contact details for Members to report any concerns and understand arrangements in place to respond to reports.

3. Potential Areas of Learning:

Below are set out some of the key areas for you to consider in relation to your learning and development, please indicate if these are of interest to you by entering Y or N below:

LEARNING OR DEVELOPMENT REQUIRED	SUBJECT	DESCRIPTION OF LEARNING OR DEVELOPMENT
	Carbon Reduction	Understanding the science of carbon emissions, global warming and climate change, and how these might affect decisions and strategy both nationally and locally.
	Communication and working with the media	Managing media relations, speaking in public, dealing with interviews
	Community Engagement	How councillors lead their local community and neighbourhoods, and provide feedback which may influence future policies and plans
	Data Protection and Freedom of Information	Understand current legislation, its impact on the Council and your responsibilities
	Equality and Diversity	To understand the Council's legislative commitments and the role members have in delivering the equalities agenda.
	Handling Casework	Meeting the needs of constituents, dealing with difficult people
	Localism	Understanding the Localism bill and how it will affect our role as a district council
	Managing Time effectively	How to get organised, manage your paperwork, prioritising
	O&S Skills	Personal skills to improve effectiveness for O&S, eg questioning skills, chairing meetings
	Responding to Emergencies Guidance for Members dealing with a major incident.	The Council's readiness to respond to major incidents and to support partner agencies with specific emphasis on the role of councillors
	Risk Management	How to identify risk, why managing risk is important, mitigating risk
	The future of CCTV in Community Safety	Reviewing the latest ideas on the use of CCTV
	Working with Partners	Overview of how we work with partners (including police, fire, health service, county council and voluntary sector) and our role in leading the Local Strategic Partnership and District Board

4. Information Technology

Are you using e-mail now? Yes / No (Please delete as appropriate)

Do you require training to use the Council's e-mail or Outlook Web Access? Yes / No
(Please delete as appropriate)

Is there any area of IT where you would like additional support /development?

5. We recognise there may be other learning and development needs that have not been covered, please give details below of any issues, subject areas or ideas for learning & development delivery below:

NIL RETURN:

In this case, please indicate below.

No further learning or development required at this time. Yes/No (Please delete as appropriate)

Thank you for taking the time to complete this questionnaire. The results will be used to develop the programme of learning for 2012/2013. All individual responses will be treated as confidential.

Please return this form to Mandy Linthwaite, Learning & Development Officer by 31st October 2011.

Self Review Tool for Members

The toolkit below is intended to help you reflect on your own skills and identify areas you would like to develop. It is based on the Political Skills Framework created by the Improvement and Development Agency (IDeA) now part of the Local Government Group. There are then some suggestions of how these training needs may be met.

What is the Political Skills Framework?

To be effective in any role you need to know what is required of you and the knowledge and skills to achieve it. The IDeA recognised that little work had been done to identify the skills required of councillors, despite it being one of the most complex roles in politics. The local councillor role continues to evolve. The IDeA set out to identify the core skills required by councillors, holding focus groups with councillors and validating the results with 350 councillors.

The result was that 6 core skill areas were identified that apply to all councillors:

- **Local leadership** – engages enthusiastically with the community in order to learn, understand and act upon issues of local concern. Mediates fairly and constructively.
- **Communication skills** – listens sensitively, uses appropriate language, checks for understanding. Speaks clearly and confidently in public and makes sure that people are informed.
- **Partnership working** – builds positive relationships by making others feel valued, trusted and included, working collaboratively, maintains calm and focus and is able to take a long term view.
- **Regulating and monitoring** – understands and executes judicial role by following protocol. Adhering to the code of conduct, making decisions that balance public needs and local policy. Ensures progress by monitoring and evaluating.
- **Scrutiny and challenge** – Acts as a critical friend, analyses information quickly and presents arguments in a concise, meaningful and easily accessible way. Seeking opportunities for scrutiny.
- **Political understanding** – acts ethically, consistently and with integrity when communicating values or representing group views in decision-making. Works across group boundaries without compromising values or ethics.

How can we use it?

For each of these 6 core skills, there is a page that asks you to think about your strengths and where you might need to develop. There are some suggestions about training we might offer to help you in each area but this is not a definitive list. If you have any suggestions on training then please add them on section 5 of the Learning and Development Questionnaire.

This self review tool is to help you. You do not need to return these pages. Once you have worked through it, please complete the Members Learning and Development Needs questionnaire and return it to Mandy Linthwaite.

If you would like to discuss how you may develop in any of these skill areas or need any help, please contact Mandy Linthwaite a call on 01543 308106 or Cathy Pepper on 01543 308112.

1. How do I see myself as a ward member?

What do you see as your particular strengths?

Prompts:

- What sections of my community have I engaged with and canvassed opinion?
- How have I looked for new ways of representing people?
- Who have I built partnerships with?
- How do I champion others' needs?

Which areas would you like to improve?

Suggested training:

- Data Protection and Freedom of Information
- Handling difficult constituents – Handling Casework (workbook)
- e Democracy –innovative ways to engage with the community (training session planned 13.2.12)
- Equality and Diversity
- Community Leadership (workbook)
- Supporting constituents with complex issues (IDEA workbook)
- Managing Time Effectively
- Facilitation and conflict resolution (workbook)

Any other training in this area?

2. How good am I at regulating and monitoring?

What do you see as your particular strengths?

Prompts:

- How do I chair meetings and keep them on track
- Do I know enough about the legal process and the procedural aspects of meetings?
- Do I monitor others to ensure progress?
- Are my judgements based on evidence?

Which areas would you like to improve?

Suggested training:

- Chairing and facilitating meetings (workbook or training session)
- Understanding licensing issues
- Financial skills, finding and interpreting information
- Planning (any new issues)
- O&S skills
- Scrutiny of finance (workbook)
- Performance management (workbook)

Any other training in this area?

3. How good am I at communicating with others?

What do you see as your particular strengths?

Prompts:

- How regularly do I use newsletters, emails or local media to communicate with others?
- How well do I listen to others and adapt my style to their needs?
- Am I confident when speaking in public?
- Would others say I speak and write well?
- Do I feedback regularly to others to keep them informed?

Which areas would you like to improve?

Suggested training:

- IT – using e-mail and Outlook
- Communication and Working with the media (workbook or training session)
- e Democracy –innovative ways to engage with the community (planned for 13 Feb'12)
- Public Speaking
- Influencing skills (workbook)

Any other training in this area?

4. How good am I at working in partnership?

What do you see as your particular strengths?

Prompts:

- What networks and partnerships have I developed?
- Do I stay focused and calm under pressure?
- Do I have a good understanding of the partnerships the Council has and the agreements we work with?
- Do I value and include people from different backgrounds?

Which areas would you like to improve?

Suggested training:

- Equality and Diversity
- Working with partnerships
- Localism
- Neighbourhood and community engagement (workbook)
- Working with town and parish councils (workbook)
- Engaging young people (workbook)

Any other training in this area?

5. How good am I at scrutiny and challenge?

What do you see as your particular strengths?

Prompts:

- What areas have I identified for scrutiny?
- How well do I deal with new information?
- Am I objective and rigorous when challenging processes or people?
- Do I ask for explanations and check that things have happened
- Are my arguments concise, meaningful and easily understood?

Which areas would you like to improve?

Suggested training:

- Overview and Scrutiny skills
- Procedural Issues
- Scrutinising outside bodies
- Chairing meetings (training session or workbook)
- performance management (workbook)_

Any other training in this area?

6. How good am I at political understanding?

What do you see as your particular strengths?

Prompts:

- Are my group' values reflected in what I do?
- How do I build cohesion within my group and improve communication?
- How have I developed my political intelligence (eg. Understanding of local and national policy and its implications for the Council)?
- How have I promoted democracy and increased public engagement?
- When did I work across political boundaries?
- Are my judgements based on evidence?

Which areas would you like to improve?

Suggested training:

- Updates on new issues in Planning, Environmental Health, Licensing, Carbon Reduction, Community Safety etc.
- Localism
- Community Leadership (workbook)

Any other training in this area?

Now that you have been a councillor for a few months, we would be interested in your thoughts about the induction process while it is still fresh in your minds! This will help us when elections come round again in 4 years to improve our induction of new members.

1. How strongly do you agree with the following (1 is strongly agree - 5 is strongly disagree):

	<i>Strongly Agree</i>	<i>Agree</i>	<i>Neither</i>	<i>Disagree</i>	<i>Strongly disagree</i>
The Welcome Pack covered all the basic info I needed to know	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have kept it and refer to it	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is more that could have been included	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The information was clearly presented	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. What else would you have liked included in the Welcome Pack?

3. The induction session given by the Chief Executive on 9th May. How strongly do you agree with the following (1 is strongly agree - 5 is strongly disagree):

	<i>Strongly Agree</i>	<i>Agree</i>	<i>Neither</i>	<i>Disagree</i>	<i>Strongly disagree</i>
It gave me a good welcome to the Council	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It explained the councillor/officer relationship well	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I found out what were the important issues facing the Council at the moment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I understood the importance of the Code of Conduct as a councillor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The time given was about right	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. What would have helped to be included in this session?

5. How useful was the tour of Frog Lane's key meeting rooms, toilets, post pigeonholes?

- Very useful*

 Useful

 Not useful

 Did not help me find my way around

6. Were you allocated a mentor - an experienced member who could help guide you?

Yes

No

7. How strongly do you agree with the following (1 is strongly agree - 5 is strongly disagree):

	<i>Strongly Agree</i>	<i>Agree</i>	<i>neither</i>	<i>Disagree</i>	<i>Strongly Disagree</i>
Having a mentor helped me settle into the role	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have had frequent contact with my mentor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I anticipate this relationship continuing into the future	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I would recommend appointing a mentor next time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8. There has been a busy programme of member training between May and July to give members the key information they need as soon as possible. How strongly do you agree with the following (1 is strongly agree - 5 is strongly disagree):

	<i>Strongly Agree</i>	<i>Agree</i>	<i>Neither</i>	<i>Disagree</i>	<i>Strongly Agree</i>
I feel more informed about my role as a councillor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I feel more informed about the work of the Council	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I prefer evening sessions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2 hours is about the right length for a training session	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There has been a good range of sessions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9. You will be asked separately about training for the year ahead, but looking back at the induction, any comments on what has been offered so far?

10. Overall, how happy have you been with your induction as a councillor?

Very happy

Happy

Unhappy

Very unhappy



11. Any suggestions for induction of new members next time?

Thank You for completing this questionnaire. Please return to Mandy Linthwaite, Personnel