

**EMPLOYMENT COMMITTEE**

**Date: 6<sup>th</sup> February 2012**

**Agenda Item: 4**

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**Report on Elected Members' Learning and Development Plan for 2012/13**

**1. Purpose of Report**

- 1.1 To provide information to the Committee on the results of the Elected Members' Learning and Development Needs Analysis - LDNA (which was carried out during October 2011).
- 1.2 For the Committee to consider the views of the Elected Members with regards to the identified learning & development needs.
- 1.3 For the Committee to note the feedback on the induction programme for members in 2011 which will be used to inform future induction planning.

**2. Recommendation**

- 2.1 That the Committee agrees the identified learning / training priorities of Elected Members for the next twelve months.

**3. Details of Report**

- 3.1 Elected Members' Learning and Development is a key factor in Lichfield District Council's continuing performance as a good council.
- 3.2 To ensure the training and development events meet the needs of the Members, we asked the Committee to guide us on the content of the Learning and Development Needs Analysis and how best to communicate it to Members and continue to improve completion rates by member.
- 3.3 Since introducing the new approach to LDNA through this committee in 2008 we have tried various means to encourage, support and promote member development. The personalised LDNA was sent to all Members with the request that everyone complete the form and at the very least send in a nil return. Despite all our efforts we continue to have around 53.5% of members choosing to participate in this process of considering their own development. On the other hand we have had a small improvement in the return rate over last year, with considerably fewer nil returns. An overview of next years planned approach is contained in **Appendix 1**.
- 3.4 In addition to this year's LDNA we requested feedback on how well the induction programme had been received and any suggestions for improvement for future inductions. This survey generated only 8 returns (14%). Analysis of feedback is given in **Appendix 2**.

**4. Consultation**

- 4.1 This Committee has been consulted with throughout the process.

## 5. Financial Implications

- 5.1 A budget for Member development has been allocated and will be used to fund learning and development in a way that meets the priority needs of the majority of Members and the council.

## 6. Strategic Plan Implications

- 6.1 Learning and development will continue to specifically address corporate priorities and issues highlighted in the Strategic Plan.

## 7. Human Rights Issues

- 7.1 There are no direct implications.

## 8. Risk Management Issues

The risks are identified below.

Description of Risk	likelihood/ impact	Risk Status	Countermeasures	Responsibilities
Members availability to attend relevant training events	Medium/Low	Tolerable	Continue to explore flexible means of delivering training.	Members, Employment Committee and officers allocated to support Member training
The risk of Members failing to engage / attend planned training.	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 training.
Waste of resources /costs effectiveness associated with none attendance.	Low/Low	Tolerable	Encouraging members to attend events or make the training compulsory	Members, Employment Committee and officers allocated to support Member training.

## ELECTED MEMBER LEARNING & DEVELOPMENT PROPOSAL JANUARY 2012 ONWARDS

### 1. Background

A modern and effective Local Government organisation requires an Elected Member development programme that ensures Members can fulfil their responsibilities to the local community and provide clear leadership and effective scrutiny of local Council functions.

This requires a planned approach to Elected Member development and the analysis of the feedback from Members will support the formulation of a development plan.

### 2. Learning and Development Programme

Set out is a breakdown of the analysis of the feedback received from the Members' recent LDNA.

The essential training along with the development areas selected by Members will form the basis of the Member Development Plan for the year ahead, and be supported by an individual training record for each Councillor that identifies both training undertaken and specific training that has been requested.

Localism was by far the most popular topic requested. We have prioritised the other subject areas; given that there are only 5 Member training dates allocated (and a limited budget) we will need to be innovative in our approach. To this end we are suggesting more e-learning, issuing of briefing notes and Members to coach other Members.

#### Members' Learning and Development Analysis 2011

Returns 2011	%	Returns 2010	%	Returns 2009	%
30/56 (1 nil return)	53.5	26/56 (8 nil returns)	46.4	27/56 (10 nil returns)	48.2

Key Priorities of the Council	Comments	Actions/Delivery
Probity	All Members	To be determined. Many Members commented on the need for procedural training, rules of debate etc.
Planning	Planning Committee Members and Members	To be determined – quarterly sessions arranged
Audit	Audit Committee Members	To be determined
Fraud Awareness	All Members	Awareness session to be arranged – Joy Ordidge
Equality and Diversity	All Members	All members should be aware of Equality and Diversity Policy. The Equality and Diversity Officer will promote the online modules through STEP via the County.
Overview and Scrutiny	Relevant Members	Further O&S session required on personal skills eg. Questioning and challenging procedure around call-ins was also raised.
Regulatory and Licensing	Regulatory and Licensing Committee	To be determined.

Key Priorities Identified by Members	Numbers expressing interest	Comments	Actions/Delivery	Responsible Officer
Localism	22	With the Government developing the Localism agenda, most councillors returning the LDNA felt the need for greater understanding of the impact of Localism at district level.	Options will be considered as to the type of training event offered. More than one session may be required.	R King
Community Engagement	9	Being inclusive, how councillors lead their local community and provide feedback to shape future policies. Elements of e-democracy and localism may be covered.	We will work with Helen Spearey to source how we will meet this training need. It may be this could be met by a joint session working with partners.	H Spearey
Communication and the media	9	Working with the press, handling interviews.	This training was postponed in the election year. Individual members will be contacted directly to clearly understand their needs. It could be cost prohibitive as it is an expensive type of training and usually for small groups only. Cost to be investigated.	E Thatcher /M Linthwaite
IT Skills	9	Of the Members replying, all are using e-mail now. The range of training requirements is now from developing basic IT skills to developing Outlook use and setting up blogs.	We have details of individual requirements so will work with the *ICT Manager to set up one to one training where applicable. There is a member development session on 13 <sup>th</sup> Feb on using social media which should meet some members' needs.	K Sleeman
Responding to emergencies	9	A procedure has been approved for Members involvement in Emergencies	Training can be made available	N Walker
Handling Casework	9	Meeting the needs of constituents, dealing with difficult people. Particularly for newer Members	We will work with Richard King to identify how best to provide this kind of training	R King /M Linthwaite
Working with Partners	9	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	An introductory session was held in 2011. We will work with Helen Spearey to identify what additional content is required.	H Spearey

Carbon Reduction	7	Carbon Reduction targets and how these will affect the Council	An introductory session was held as part of induction in 2011. We will look at how this need may be met in 2012.	R Plant, dependent on the content, this could perhaps be merged with the Future of CCTV
Future of CCTV in Community Safety	6	Potentially merge two subject areas	We will work with R Plant to source how we will meet this training need.	R Plant see above comments
Data Protection and FOI	7	Understand current legislation, its impact on the Council and members' responsibilities	The Data Protection lead officer will address this via e learning or a briefing note. ( was in welcome pack)	B Nahal
Overview and Scrutiny skills	7	Two sessions on procedures took place in 2011.	Training to be identified on chairing and questioning skills	R King/ S Ashton
Risk Management	4	Sessions have taken place periodically in the past.	We will ask Risk and Resilience to look at this training need.	S Langston
Managing Time effectively	1	New Members may have to learn to juggle multiple demands on their time	This need will be met individually, either by e-learning or coaching	M Linthwaite

<b>Additional Areas requested</b>	<b>Comments</b>
How to call in a topic for O&S	To be included in O&S session
On-going mentoring	Wider demand to be identified.
Chairing Skills	To be included in O&S session
Council Constitution	To be included in a session on procedural issues
Rules of debate	To be included in a session on procedural issues
OWA best practice	To be referred to K Sleeman
Speed reading	Alternative method of meeting needs to be identified. May add to next year's LDNA
Procedure and legal areas of meetings	To be included in a session on procedural issues
Fundamentals of Planning	To be referred to S Coghlan
Planning Law	To be referred to S Coghlan
Safeguarding Children & Vulnerable Adults Policy	This was identified as priority for 2011 and we had a good turn out for the training session in 2011, given this we will monitor and review in 2013.
Finance Executive, Audit Committee and Members	Given that external training was providing in 2010 & 2011 and the above busy schedule it is not anticipated that this training will be required in 2012.

## Member Induction Evaluation 2011

- 1.1 Out of 56 copies issued at Full Council in October, only 8 were completed and returned.
- 1.2 Out of these, 7 were from new members. ( 22 new members)
- 1.3 71.4% were very happy, and 28.6% were happy, with their overall induction.
- 1.4 Welcome Pack:**  
100% were happy that the Welcome Pack contained all the basic information they needed to know to get started.  
Suggestions for additional information in future:  
"Flow chart of who to contact in various departments  
"Names of particular service leads to facilitate casework enquiries"  
"A ward map on A3"
- 1.5 Induction Session with Chief Executive**  
All respondents agreed that it gave them a good welcome to the Council and explained the officer/member relationship well.  
Suggestions for additional content in future:  
"Some recognition of the role of Opposition"  
"A session from an experienced councillor - to give the real picture. Maybe ""A day in the life of a councillor"".
- 1.6 Tour of key rooms at Frog Lane**  
80% found this useful, 20 % not useful.
- 1.7 Mentors**  
Mentors or "buddies" were a new approach introduced for the first time at this election. It has met with limited success.  
50% were allocated a mentor and 50% were not.  
Of those allocated a mentor, only 33% had had frequent contact.  
However, 100% recommended the future use of mentors. The allocation and understanding of the role of a mentor would need to be strengthened.
- 1.8 Training received so far:**  
100% agreed that there had been a good range of sessions and that they feel more informed about the work of the Council.  
Comments:  
"There was a good balance between ""need to know"" and overload!"  
"Needs to be more from a member's point of view. Too much from the officer's point of view."
- 1.9 Suggestions for future induction for Members:**  
  
"List of all officers by dept with telephone numbers"  
"Tour of Frog Lane and Group photos to be after 5 pm to accommodate those with full time jobs."  
"Again, some recognition of the significant role of opposition members."  
"All new members MUST attend Planning training session - don't make it sound only for committee members. I needed this training but didn't attend as I wasn't on Planning Committee"