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Dear Sir/Madam

### **EMPLOYMENT COMMITTEE**

A meeting of the Employment Committee has been arranged to take place **WEDNESDAY 28<sup>th</sup> OCTOBER 2015 at 6.00 PM IN THE COMMITTEE ROOM** District Council House, Lichfield to consider the following business.

Access to the Committee Room is via the Members' Entrance.


Yours faithfully



Strategic Director

**To: Members of Employment Committee**

Councillors Powell (Chairman), Mrs Constable (Vice-Chairman), Mrs Banevicius, Cox, Mrs England, Miss Hassall, Humphreys, Mosson, Smedley, Mrs Stanhope MBE and Strachan.

- 
1. Apologies for Absence
  2. Declarations of Interest
  3. To approve as a correct record the Minutes of the Meeting held on the 15<sup>th</sup> July 2015 (copy attached)
  4. Employee Survey Results 2015 (copy attached)
  5. Elected Members Learning & Development Needs Analysis 2015-16 (copy attached)

# EMPLOYMENT COMMITTEE

15 JULY 2015

## PRESENT:

Councillors Powell (Chairman), Mrs Constable (Vice-Chairman), Mrs Banevicius, Cox and Miss Hassall

(**APOLOGIES FOR ABSENCE** were received from Councillors Mrs Eagland, Humphreys, Smedley, Mrs Stanhope MBE and Strachan).

## 67 MINUTES

The Minutes of the Meeting held on 30<sup>th</sup> March 2015, as printed and circulated, were taken as read, approved as a correct record and signed by the Chairman.

## 68 DECLARATIONS OF INTEREST

There were no declarations of interest.

## 69 ROLE OF EMPLOYMENT COMMITTEE

Members received a presentation on the terms of reference of the Employment Committee and its remit. The presentation focused on giving an overview of the role and purpose of the Committee, key issues for 2015, the Council's Human Resources service and proposed work programme for the forthcoming year.

**RESOLVED:** That the presentation and information provided be noted.

## 70 APPROVAL AND ADOPTION OF THE HEALTH & SAFETY POLICY

Members received a report seeking approval and adoption of the Council's Health & Safety Policy. It was reported that it was a legal requirement to review the policy at regular intervals and update it if there were any significant changes and it was noted that it had now been updated from the 2011 version to take account of legislative and organisational structure amendments.

Members asked how Officers would be notified of the revised policy and it was reported that there was a communications plan that included the use of emails, intranet and briefings along with training material as part of the employee induction process. It was also reported that an information sheet would be included in everyone's pay slip as soon as practically possible. It was also noted that as Councillors also had responsibilities towards Health & Safety, the policy would also be communicated to them as well. When asked, it was reported that the Audit service were satisfied that these methods of communicating were deemed acceptable to ensure everyone had received and understood the new policy.

It was reported that coupled with the policy, risk assessments were carried out which dealt with more day to day health & safety matters and it was noted that the health & safety team audited these assessments annually for high risk areas such as the Joint Waste Service and Leisure & Parks and every three years for other departments or sooner if required.

It was discussed how best to ensure Members understood their responsibilities and the revised policy and it was suggested that health & safety become a core priority in the forthcoming Learning and Development Needs Analysis which would be considered at the next Committee meeting.

It was then asked what the Council's policy was on e-cigarettes and it was reported that as they were not illegal, they were not banned but also their use not encouraged however the situation was reviewed regularly. The Director for leisure and Parks, Neil Turner, reported that e-cigarettes were used by some as a means to help quit smoking and help people become healthier which was a Council priority.

Members also asked how vulnerable immigrant workers were taken care for within the policy and it was reported that all individuals were seen as individuals and assessments tailored with that in mind and any matters of race etc. were dealt under other legislation or policies.

**RESOLVED:** That the Health and Safety Policy be approved and take effect from 16<sup>th</sup> July 2015.

## 71 HEALTH & SAFETY ANNUAL REPORT

The Committee received a report on the number of health & safety related incidents in the year 2014/15 along with describing key actions to improve the council's health & safety performance. The report also informed Members of the number of insurance claims made against the council for injuries or damage.

Members were reminded that the health & safety service was a shared service with the Health & Safety Manager, Mr Steve Langston also overseeing the function at both Stafford and Tamworth Borough Councils. He reported that this gave an advantage of being able to identify trends.

When looking at the data within the report, Members were informed that all incidents were reported including ones where only very minor first aid was administered to ensure everything had been captured. Members agreed that the reporting process was a robust one. It was noted that RIDDOR data was included and when asked, it was reported that although the legislation had changed and the threshold raised to over 7 days sickness, all RIDDOR accidents were still over that threshold.

It was reported that the majority accidents within the Council were in the Joint Waste Service and accidents involving the public were mainly in the Leisure & Parks service. It was noted that there had been a downward trend in the number of accidents in both areas.

The Committee then discussed claims made and it was reported that the majority of claims for accidents by the public were successfully defended with no pay out required.

Members noted that the largest reason for insurance claims was damage from vehicles, namely waste collection vehicles. It was reported that the vehicles reversing had been an

issue however new ways of tackling this issue had been introduced with the truck spending less time in reverse gear and so a reduction in claims was expected to be seen in the near future. Members asked if cameras were used to help drivers vision and it was reported that reversing cameras were installed in all trucks and CCTV in 80% of them. It was also reported that cameras were a requirement in the tender for a new fleet which was currently underway.

Members asked if near misses were recorded and it was reported that it was in some areas but not as a rule.

Members then asked if accidents and claims were seasonal and it was reported that yes there were more accidents in leisure and Parks service during summer and more in the Waste Service and Grounds Maintenance service during winter.

**RESOLVED:** That the report be noted.

(The Meeting closed at 7.10 p.m.)

CHAIRMAN

**REPORT OF THE CHIEF EXECUTIVE**

**EMPLOYEE SURVEY RESULTS 2015**

**1. Purpose of Report**

- 1.1 To inform members of the Committee the headline results of the Employee Survey conducted earlier this year.
- 1.2 To inform members on the actions we have put in place to address the key issues arising from the survey.

**2. Recommendation**

- 2.1 That the Employment Committee note the results of the survey in Appendix 1 and subsequent actions.

**3. Details of Report**

- 3.1 The purpose of staff survey is to ensure that we hear from staff about how they feel about the Council and the issues that are affecting them. Whilst we can ask questions specific to the issues at hand – in this case for e.g. the Values of the organisation, we must also capture some baseline information about how people feel about their jobs and the council, so ensuring that we can compare with previous years and with other employers.
- 3.2 In this survey, the first since 2012, we planned carefully, by consulting with a cross directorate reference group and the Staffordshire Intelligence Hub (SIH), on what questions we should ask and what process we should use to give people confidence to participate. We needed the support of the SIH as the changes that were made to the council through Fit for the Future (F4F) in 2013 meant that the resource we originally had internally for consultation was removed from the structure.
- 3.3 The first thing to note is that the response rate for this survey was significantly higher than in past surveys (65% response rate – increase from 22% at last survey). This suggests that the communication about the survey, its importance and its anonymity, and the active encouragement given to staff to complete the survey from managers at all levels made a difference. It demonstrates a much healthier level of enthusiasm for staff to let us know what they think, than there was in 2012.
- 3.4 Some of the real positives were that:
  - 85% of staff are clear what is expected of them
  - 78% feel supported by their team
  - 68% feel supported by line manager and 84% said they felt confident approaching them about issues
  - 53% feel well informed about fit for the future

- One to one briefing from line managers are considered the most effective form of communication

3.5 It also highlighted a number of areas that we need to address:

- Only 17% feel valued by Councillors ,and 28% by the organisation
- Only 40% feel they got regular feedback on their performance
- Only 34% feel poor performance was managed effectively in their team
- Only 34% feel comfortable approaching their Director with issues
- Only 31% feel communication between teams was good
- 53% feel councillors do not understand the impact of reduced resources on staff and customers
- 31% felt F4F was helping shape the organisation in the right way

A copy of the summary feedback from the survey is attached Appendix 1

3.6 In order to address these issues the following initiatives are being actively pursued corporately:

- We are using the feedback to further develop the values of the organisation and the ways of working; and through that understand more about what makes staff feel valued.
- Workshops are being held with staff through October to ensure that we co design the values and ways of working and develop the opportunity for staff to be involved in determining what sort of council we want to be.
- The Chief Executive (CE) spoke to Councillors about how staff feel about how much councillors value them at Council Induction session, and emphasised the importance of an effective working relationship.
- Opportunities for learning more about the services delivered by the Council were offered to Councillors on induction, and their training programme will encourage further direct involvement with staff.
- When compliments and thanks are given to senior staff by Councillors this is being passed on to the teams involved.
- We are reinforcing the need for staff to connect with members at ward and cabinet level on the development of projects policies and initiatives; the relatively low rates of response regarding the contact between members and staff is to be expected as many operational staff, who form the bulk of our workforce would not come into contact with members on a regular basis.
- Through the development of the new strategic plan there are sessions with members, which together with the development of the Medium Term Financial Strategy (MTFS), will help us to better manage the expectations of councillors as to what can be achieved with the limited resources we have.
- In addition the MTFS will set clearer priorities for the Council enabling resource to be focussed on those things which our Councillors feel are of most importance to our communities in order to achieve the outcomes desired.

- The process used for performance appraisal has been revised and is undergoing further review. We are working on a process that is flexible and streamlined which is adaptable to suit the roles and responsibilities of the individual/ teams. There is a clear message from the Chief Executive of the expectation that all staff should have an opportunity at least once a year to talk about their role and performance with their line manager; and where practical for regular one to one sessions between managers and their staff to ensure that emerging issues can be addressed during the year.
- It is recognised that there is a need to provide clear, concise best practice policy guidance to support managers in tackling poor performance – and that the culture of the organisation supports this. A policy review is being undertaken by the Local Government Association (LGA) following on from the Peer Review in 2014.
- We are in the process of developing a Customer Promise which not only sets out how we should treat our customers but also how we expect our staff to be treated by them, with clear guidance on how to deal with difficult customers.
- We have a Fit for the Future (F4F) review focussing on creating a Corporate Council which encompasses the development of our new Strategic Plan, how we improve Overview and Scrutiny, the Policy review mentioned above, a review of management structures (member session held on 22<sup>nd</sup> September 2015) and a baseline review of our terms and conditions; this is being conducted by the LGA and findings will be reported back to this committee in due course.
- We have reviewed and refreshed the F4F programme, taken on learning from previous reviews and from the feedback provided from this survey and kept staff informed and involved. The focus is on corporate change, reinforcing the message of doing things differently and providing our staff and members with the relevant development tools to enable them to focus on the future rather than just about restructuring or saving money..

#### **4. Consultation**

- 4.1 Staff have been kept up to date with the analysis of the results and the findings through written communications and presentations.
- 4.2 Employee representatives have and will be consulted with at relevant times

#### **5. Financial Implications**

- 5.1 All actions listed are within existing budget allocation. We will however need to consider further training and development costs as appropriate.

#### **6. Strategic Plan Implications**

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

#### **7. Human Rights Issues**

- 7.1 There are no direct implications.



# Lichfield Employee Survey Headline Results, 2015

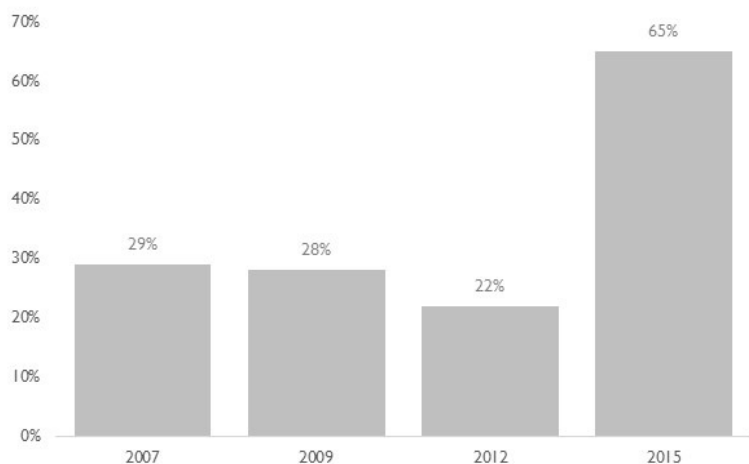


The Lichfield District Council staff survey was conducted to ascertain staff comments and feedback on important issues about the Council and how it operates. All 395 Lichfield District Council employees were encouraged to participate and 65% (255 employees) took part. This is a statistically robust response and is a 43 percentage point increase from the last employee survey in 2012. Overall employees were clear on their job roles and felt they had good line management. They did feel that some improvements could be made and these are documented in the overall results below.

## Demographic responses

Overall, the 2015 employee survey received a statistically robust response rate<sup>1</sup>. 65% of employees participated in the survey. The response rate has increased significantly (by 43 percentage points) since the last staff survey in 2012.

Figure 1: % response rate to staff surveys (2007-2015)



By directorate, the highest responses was from Finance, Revenues and Benefits (92%). This was closely followed by 86% in the Chief Executives. The lowest response was received from Joint Waste Services (36%).

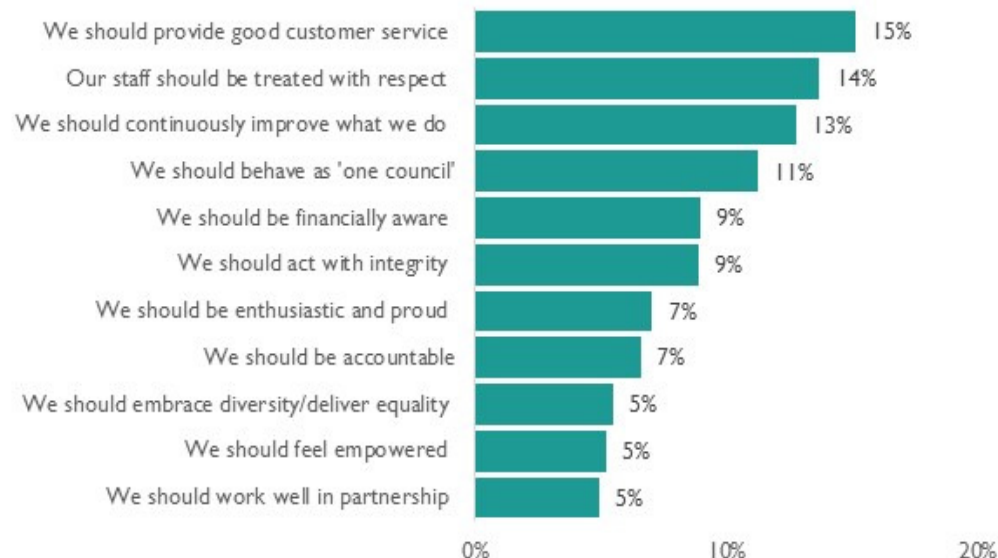
<sup>1</sup> This was at the 99% confidence level with a confidence interval of +/- 3.6%. This means if the survey was undertaken again, in 99 out of 100 times, the same results would be achieved. Responses to all questions are accurate to +/-3.6% therefore the answer to a given question could fall in the range of up to 3.6% above or below the reported figure.

## Our values

Staff were asked what values they felt should be placed at the heart of the Council.

Providing good customer service to everyone was the overall most important value. Views did vary by place of work, ranging from 17% in Community, Housing and Health to 8% in the Chief Executives. Treating staff with respect and continuously improving what the Council do also ranked highly in second and third place respectively.

Figure 2: Support for the values, ranked from high to low

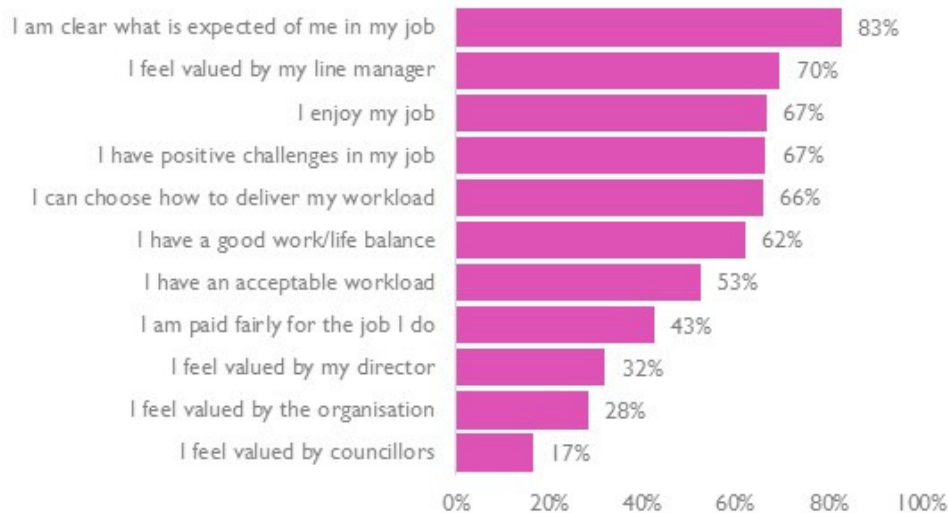


## Your job

Staff were asked to share their views on their job, pay, work life balance, how they feel about the council and more.

83% of staff were clear what was expected of them in their job. Responses ranged from 92% in the Chief Executives to 63% in Joint Waste Services. 70% felt valued by their line manager. Those in the Chief Executive's felt most valued (92%) compared to 50% in Joint Waste Services.

Figure 3: % who said they agree\* with each of the below:



\* % agree incorporates responses from those who agree and strongly agree

## Who do staff feel confident approaching for support/guidance on important issues?



84% of staff said 'yes' they felt confident approaching their line manager.



## Performance and Support

Employees were asked about the way in which performance is monitored and the support staff feel they receive in their role in general.

Figure 4: % of staff who agree\* with the performance and support statements below



\*% agree incorporates responses from those who agree and strongly agree

The majority of staff agree that they were supported by the team they work with (78%). Agreement was high across all directorates. It was highest in Community, Housing and Health (88%) and lowest in Democratic, Development and Legal Services (74%).

Over two thirds (68%) agree that their line manager gives them the support they need to enable them to do their job. Views varied greatly at the directorate level from 83% in Community, Housing and Health to 35% In Joint Waste Services.

Staff were less confident approaching other people: 49% said 'yes' they felt confident approaching the trade union, 48% said 'yes' to personnel and 34% to their director. Staff were more likely to be 'unsure' or say 'no' to these options.

## Communications

A number of new things have been introduced. This section explores the clarity and timeliness of these communications and whether employees feel well informed.

One to one briefings from line managers were regarded as most useful. Overall, 58% of employees said 'yes' these were useful. Views varied greatly at the directorate level. 92% in the Chief Executives directorate said 'yes these were useful' with far fewer, (42%) in Joint Waste Services saying the same.

Figure 5: Usefulness of communications mechanisms:

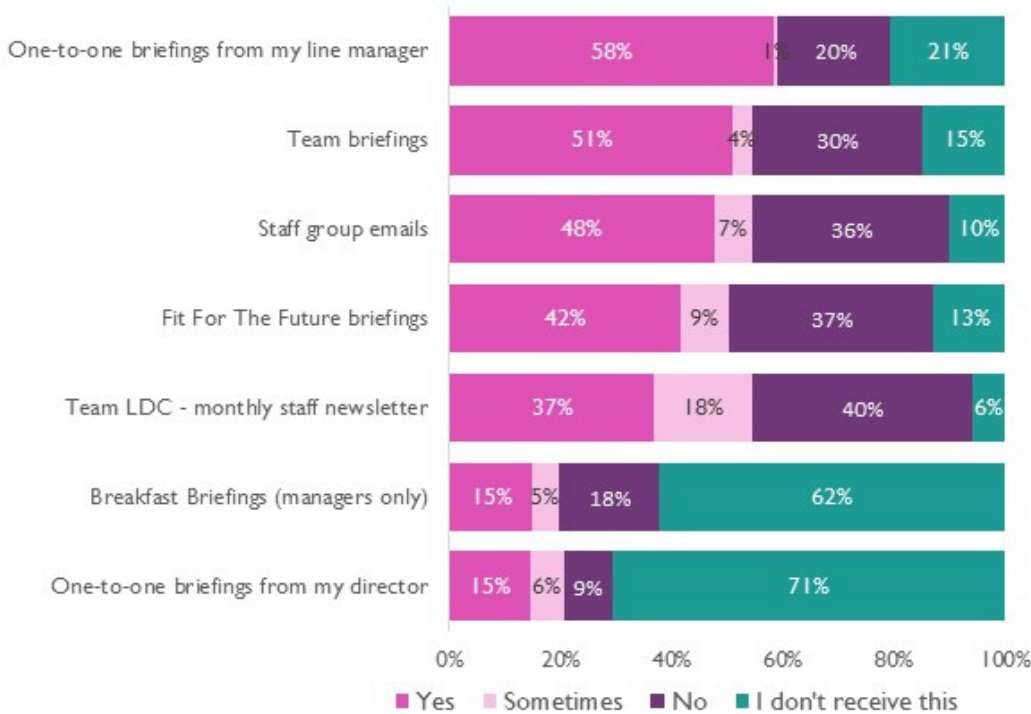


Figure 6: How communications could be improved: (Wordle: Based on analysis of 57 comments, the most frequent have been themed and represented below).

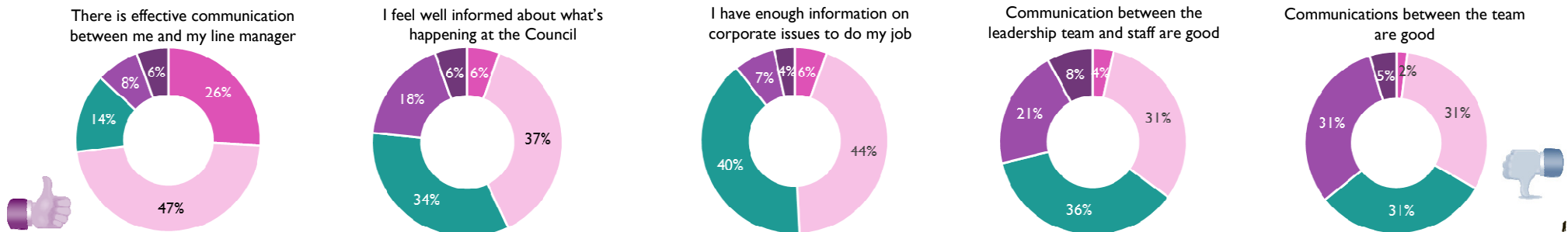


Employees felt communications would be greatly improved if team meetings were held more regularly. There was little discussion of what this meant in practice. For example, one employee suggested "monthly", another "every three months" and another "every three to four months". Generally speaking, holding team meetings more regularly than they are currently being held would help to improve communications. This would also encourage more 'talking to staff' and 'two way communications' which were considered important amongst the employees commenting.

## Communications

Employees agreed there is good communication between them and their line manager (73%). They were least likely to agree that communications between teams is good (33%).

Figure 7: Key: Strongly agree (pink), Agree (light pink), Neither agree nor disagree (teal), Disagree (purple), Strongly disagree (dark purple)



## Fit for the Future

Employees were asked if they were aware of and involved in the Fit for the Future reviews. They were also asked about the views they had shared and what the process has meant for their job.

Figure 8: % who agree\* with the following Fit for the Future statements



\*% agree incorporates responses from those who agree and strongly agree

57% of employees said 'yes' they or their team had been involved in a Fit for the Future service review. 38% said their role had been affected by it. This varied greatly by directorate ranging from 17% in the Chief Executives saying they had been effected by it to 50% in Leisure and Parks saying the same.

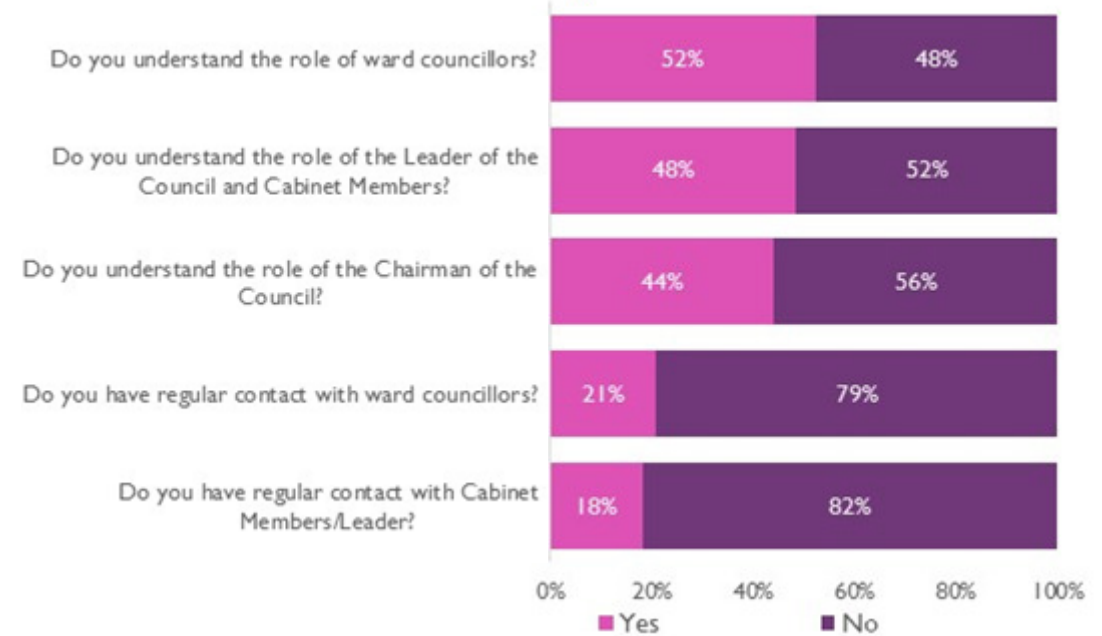
## Councillors

- \* 29% agree cabinet members understand the role of teams & what they deliver
- \* 25% agree councillors understood the role of teams & what they deliver
- \* 23% agree councillors were easy to contact and get hold of
- \* 22% agree they are responsive when a reply is needed
- \* There were a high percentage who neither agree nor disagree to the above four questions (between 39%-61% across the four questions).
- \* 13% agree that Councillors understood the impact of reduced resources on staff and customers. Over half (53%) disagree that Councillors understood this impact.

## Councillors

Staff were asked about their understanding of the role of councillors and how/if they work with them. Views can help the Council to create a strong working relationship in the future.

Figure 9: Employees understanding of key roles and responsibilities



Understanding the role of ward councillors was most common. Over half (52%) said they understood this. Understanding was highest in Community, Housing and Health (80%) and lowest in Joint Waste Services (11%). Managers/directors were most likely to say 'yes' they understood this role (83%) than supervisors/team leaders (41%) and staff (47%) were.

**REPORT OF THE HUMAN RESOURCES MANAGER**

**ELECTED MEMBERS LEARNING & DEVELOPMENT NEEDS ANALYSIS 2015-16**

**1. Purpose of Report**

- 1.1 To seek the opinion of the Committee as to the content of the 2015/16 Elected Members Learning & Development Needs Analysis (LDNA) and how best to ensure a high level of response.

**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.

**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 over 59% response rate over the last three surveys. Although this is an improvement over previous years there is still some way to go to ensure that Members are taking up the Learning and Development opportunities that this Committee has identified as important.

*NB-The committee agreed in 2014 that no survey would be carried out in that year as plans were being made for the General Election in 2015*

Returns 13/14	%	Returns 2012/13	%	Returns 2011/12	%
32/55 (9nil returns)	58	37/56( 8 nil returns	66	30/56 (1 nil return	53.5

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. We also provide role specific training around key areas.

3.5 All members must attend Equality and Diversity training and Planning Committee members must attend a minimum of one training session per year. It is strongly recommended that members attend sessions on the following key topics to keep up to date.

- Code of Conduct /potential changes
- Planning – Planning Committee and other members as they wish.
- Audit- Audit Committee Members
- Equality & Diversity – All Members
- Overview & Scrutiny – Relevant Members
- Regulatory & Licensing- Regulatory and Licensing Committee
- Understanding Local Government Finance
- Health & Safety

3.6 The Committee are asked to give advice and guide to officers on how best to promote these learning opportunities to relevant councillors.

3.7 This Committee is asked to recommend that when there are Cabinet changes, senior Councillors are encouraged to attend relevant events as part of their development into the role.

Given our financial constraints 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, where appropriate on line training and working with our neighbouring councils where appropriate.

3.8 **Appendix A** sets out the LDNA Questionnaire 2015/16 along with a Personal Development Tool for Members.

<b>4. Consultation</b>
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4.1 The views of the Committee are welcomed.

<b>5. Financial Implications</b>
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5.1 There is a 5k 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. 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 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 2015/16**



Name: Cllr \_\_\_\_\_ (insert name)

## Elected Members Learning and Development Needs Analysis 2015

Lichfield District Council is committed to supporting you in your role as an Elected Member. There are a variety of ways that you can develop your skills as a Councillor.

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

- Provision will be made in your Calendar of 5 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, I have included 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 development initiatives that 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 xxx November 2015. ( to be agreed by employment Committee in October)
- 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 **20 December 2015**.

# Members Learning & Development Needs 2015 (LDNA)

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. Role specific training.** We regularly organise training around key areas. It is strongly recommended that members attend sessions on these key topics to keep up to date. All members must attend Equality and Diversity, Safe Guarding training. Planning Committee members must attend annual planning training in order to vote at Planning Committee.

- Code of conduct/ potential changes
- Planning
- Audit
- Finance
- Overview and Scrutiny
- Regulatory and Licensing training
- Health & Safety

**All Members** are welcome to attend these events which will be shown on the Calendar of meetings.

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

## 2. Current Learning Priorities

Please insert an x in the relevant row, the main learning and development needs that you currently feel you require:

**Generic Skills –**

LEARNING OR DEVELOPMENT REQUIRED (X)	SUBJECT	DESCRIPTION OF LEARNING OR DEVELOPMENT
	<b>Chairing Skills</b>	Manage meetings more effectively, questioning, listening and timing
	<b>Effective Ward member</b>	Being an effective community leader
	<b>Data Protection and Freedom of Information</b>	Understand current legislation, its impact on the Council and your responsibilities
	<b>Speed Reading</b>	Learn new strategies and techniques to enable you to read and assimilate information faster
	<b>Using Social Media</b>	How to use social media to engage with the community, safely and effectively
	<b>Managing Time effectively</b>	How to get organised, manage your paperwork, prioritising
	<b>O&amp;S Skills</b>	Personal skills to improve effectiveness for O&S, e.g. questioning skills, chairing meetings
	<b>Building effective Officer/Member relationships</b>	Recognising each other's roles and how to make this relationship more effective in today's environment
	<b>Dementia Awareness</b>	A short session to understand how to interact with members of the public living with dementia
	<b>Developing Effective partnerships and community engagement</b>	Looking at how to facilitate closer working at a local level between organisations involved in the delivery of local services; facilitating effective partnerships. How to support effective community engagement.
	<b>Conflict resolution</b>	Facilitating group discussions and resolving conflicts in the community
	<b>The role of the Councillor in a Commissioning environment</b>	Understand the impact of the changing role of councils in respect of a commissioning and enabling role and the importance of effective 'scrutiny and accountability'. Identify how to influence and hold to account external organisations and partners to ensure value for money outcomes
	<b>Public Speaking</b>	Preparing to speak to different audiences, getting your message across, improve your confidence and deal with challenges from others

### 3. Briefing sessions/ knowledge

	<b>Overview and Scrutiny</b>	Peer to peer support for chairs/vice chairs to improve support for scrutiny committees
	<b>Housing</b>	Understanding housing issues, in conjunction with Bromford Housing
	<b>Understanding the LEP</b>	The role of the LEP, current initiatives and future plans
	<b>Combined</b>	The role of Combined Authorities, current initiatives and

	<b>Authorities/Joint Committees</b>	future plans.
	<b>Community Safety</b>	Understanding Community Safety in conjunction with partners

#### 4. National programmes through the Local Government Association (LGA)

There are a range of programmes available via the national LGA. Many of these are heavily subsidised. If any of these programmes are of interest please write in the course details in the box below and you will be sent details of the programme.

Leadership Essentials for a specific portfolio area or theme:

- Health & wellbeing
- Finance
- Digital Leadership
- Sport
- Scrutiny
- Planning
- Getting Your message across
- Young Councillor's weekend
- Effective Opposition

#### 5. E-learning

The LGA are developing range of e-learning material to allow you to work through at your own pace, and return to when you have the time available. The current content includes:

- Effective Ward Councillor
- Facilitation and Conflict Resolution
- Handling Complaints for Service Improvement
- Overview & Scrutiny ( task group to consider)

If you would like to use the e-learning modules, please email Mandy Linthwaite for a password.

#### 6. Councillor workbooks

There are a large number of workbooks aimed at helping Councillors develop their skills, from the LGA:

- Supporting constituents with complex issues
- Neighbourhood Planning
- Neighbourhood and community engagement
- Media and communications
- Effective member and officer relations
- Scrutiny of finance
- Handling complaints for service improvement
- Chairing skills
- Community safety

- Creating a fit for the future organisation – the political dimension

These can be accessed via the Local Government Association website, for you to do at a time that suits you.  
<http://www.local.gov.uk/councillor-workbooks>

### **7. Information Technology**

The Council's IT software has been updated and many members are using their own laptops and mobile devices to access council information and their email. Is there any support you need to enable you to communicate with the Council?

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

### **8. Other topics.**

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:

Signed: .....

Date:.....

**Thank you for taking the time to complete this questionnaire. The results will be used to develop the programme of learning for 2016/17. All individual responses will be treated as confidential.**

***Please return this form to Mandy Linthwaite, Learning & Development Officer by 20<sup>th</sup> December 2015.***

# 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 revised by the Local Government Association (LGA). There are then some suggestions of how these training needs may be met.

## What is the Political Skills Framework?

Whilst councillor's responsibilities may remain largely unaltered, the environment in which they work has evolved considerably. To be effective in any role you need to know what is required of you and the knowledge and skills to achieve it. The Framework sets out to identify the core skills required by councillors, which was developed by research 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 sections 2&3 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.

Further information is available from the LGA website:

<http://www.local.gov.uk/councillor-development>

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

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 ( e-learning)
- Handling difficult constituents – Handling Casework (workbook) , Effective Ward Member workshop
- Equality and Diversity & Safeguarding workshops – all members should attend a minimum of one E&D /Safeguarding workshop in a 4 year term
- Community Leadership (see LGA website for workbook or Members Online section)
- Managing Time Effectively
- Influencing and negotiation skills (workbook)

Any other training in this area?

## 2. How good am I at regulating and monitoring?

Prompts:

- How effectively 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)

Any other training in this area?





### 3. How good am I at communicating with others?

Prompts:

- How regularly do I use newsletters, emails or local media to communicate with different sections of the community?
- 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?
- Do I feel confident using technology to communicate with people?

Which areas would you like to improve?

**Suggested training:**

- IT – using e-mail
- Working with the media (workbook or training session)
- Influencing skills (workbook)
- Using Social media (workbook or training session)
- Public speaking workshop

Any other training in this area?

### 4. How good am I at working in partnership?

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?
- Do I have good relationships with colleagues and officers?

Which areas would you like to improve?

**Suggested training:**

- Equality and Diversity
- Localism
- Neighbourhood and community engagement (workbook/ training session)
- 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 new areas have I identified for scrutiny?
- How well do I deal with new information?
- Am I constructive in my criticism?
- 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
- Charing skills(training session or workbook)
- Successful meetings
- Scrutiny of Finance (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 do I work with different views and values?
- 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, etc.
- Localism
- Councillor workbooks on Community Leadership, Facilitation and conflict resolution

Any other training in this area?