

Employment Committee

Date: 30th June 2010

Agenda Item: No. 4

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REPORT OF THE PERSONNEL MANAGER

ELECTED MEMBERS TRAINING NEEDS ANALYSIS 2010

1. Purpose of Report

- 1.1 To seek the opinion of the Committee as to the content of the 2010 Elected Members Training Needs Analysis (TNA) 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 TNA.
- 2.2 That the Committee agrees the identified development priorities of Elected Members for the next twelve months.
- 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 TNA and the data insert below indicates an average of 50% response rate over the last two years. All though 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 2009	%	Returns 2008	%
27/56 (10 nil returns)	48.2	30/56 (9 nil returns)	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. 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

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.

3.5 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 or attending regional courses. The West Midlands Leader Board (WMLB) will be providing a shared Member event calendar where other councils can advertise what they are doing and invite other Members along which may allow us to provide more flexible and cost effective one off development events.

3.6 We are supporting the development of a new Overview and Scrutiny tool kit which Committee Services are planning to introduce by October 2010, events will take place which will include developing Chairing and Questioning skills.

3.7 **Appendix A** sets out the Training Needs Analysis Questionnaire 2010 along with a Personal Development Tool for Members.

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. 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 TRAINING NEEDS ANALYSIS 2010

June 2010

Elected Members Training Needs Analysis 2010

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 Training & Development effective.

- Provision has been made in your Calendar of 5 firm Training & 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 Training & Development dates.

To ensure that Training & Development events are meeting the needs of Members, you are invited to express your Training & Development requirements on the attached Members Training Needs questionnaire. To help you identify your own development needs, I have included a **personal development 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 It does give some ideas on training you could do to meet those needs. This is for your own private use and does not need to be returned.

- After working through the development tool, transfer your training 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 Training Programme can be tailored to your individual needs. If numbers are small, alternative options to an on-site workshop will be sought eg. Regional events, briefing notes.
- **There is no need** to list legislation issues because these will be covered as essential training that will be directed at those Elected Members for whom it is relevant.
- **Please** return the completed form to the Training & Development Officer, Mandy Linthwaite, as soon as possible but in any case by 31st August **2010**.

NIL RETURN:

This form should be returned even if you decide that **you do not require** any further training or development at this time. In this case, please put x next to the box below:

No further training required at this time. Yes/No (Please delete as appropriate)

Name:.....

Members Training Needs 2010

MEMBER'S NAME.....

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

1. We regularly organise training around 4 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

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:

Please indicate in the relevant row, the main training and development needs that you currently feel you require. Please enter Y or N as shown in the green example below:

TRAINING REQUIRED Y/N	TITLE OF TRAINING	DESCRIPTION OF TRAINING
N	2. Communication and working with the media	Managing media relations, speaking in public, dealing with interviews

TRAINING REQUIRED Y/N	TITLE OF TRAINING	DESCRIPTION OF TRAINING
	1. Community Engagement	How councillors lead their local community and neighbourhoods, Community engagement
	2. Risk Management	How to identify risk, why managing risk is important, mitigating risk
	3. Working with Partners	Partnership working
	4. e Democracy	Innovative ways to engage with the community How IT may shape services in the future
	5. Equality and Diversity	To understand the Council's legislative commitments and the role member's have in delivering the equalities agenda.
	6. Communication and working with the media	Managing media relations, speaking in public, dealing with interviews
	7. Climate Change	How it impacts people who live in your wards (eg fuel poverty) and the achievement of targets
	8. Licensing and regulation	The Licensing act and how it relates to decisions, the way in which councillors should participate in meetings and arrive at decisions, hearing appeals (for Regulatory and Licensing Committee, new members or any member considering becoming committee members in future)
	10. The future of CCTV in Community Safety	Reviewing the latest ideas on the use of CCTV
	11. 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.
	12. Local Area Agreements (LAAs)	Discover how LAAs impact on the Authority and why the input of Elected Members is vital.
	13. Data Protection and Freedom of Information	Understand current legislation, its impact on the Council and your responsibilities

3. Overview and Scrutiny

Overview and scrutiny is the way councils can achieve community leadership and good governance and places councillors at the heart of policy making. We need to ensure Members have the skills needed to be effective in this crucial role.

A new toolkit has been developed to provide:

- A structure to the process of O&S
- A fully documented system

This toolkit could really develop LDC's O&S process. It is being consulted upon at all O&S committees in June. A package of training is being developed to support the introduction of the toolkit and the personal skills required to maximise the outcome of O&S. Step 1 will provide training on the process to develop a better understanding of the toolkit and how all of the elements fit together. Members input will then be sought as to which areas of personal skills should be included in follow-up training session(s).

Are there any areas of O&S that you would like to see included in the training?

4. Information Technology

We have run a number of one-to-one sessions and small workshops in the past to ensure all of our Members can communicate by e-mail and use Outlook.

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

Is there any area of IT where you would like additional training?

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

6. Did you find the Personal Learning Tool useful? Yes / No (Please delete as appropriate)

Any Comments?

Thank you for taking the time to complete this questionnaire. The results will be used to develop on the programme of training for 2010/2011. All individual responses will be treated as confidential.

Please return this form to Mandy Linthwaite, Training & Development Officer by 31st August.

A Programme of training will then be drafted for 2011/12

Personal Learning 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). There are then some suggestions of how these training needs may be met.

What is the Political Skills Framework?

To be effective in any job 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.
- **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 included, working collaboratively, maintains calm and focus.
- **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.
- **Scrutiny and challenge** – 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 Training Questionnaire.

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

If you need any help in using the personal learning tool please give 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
- e Democracy –innovative ways to engage with the community
- Equality and Diversity
- Community Leadership
- Dealing with complex issues (IDEA workbook available on the intranet)

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
- Understanding licensing issues
- Financial skills, finding and interpreting information
- Planning (any new issues)

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
- Working with the media
- e Democracy –innovative ways to engage with the community
- Public Speaking

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 Local Area Agreements and the Local strategic Partnership?
- Do I value and include people from different backgrounds?

Which areas would you like to improve?

Suggested training:

- Equality and Diversity
- Working with partnerships
- LAA Learning to Deliver (from WMRIEP)

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:

- The role of Overview and Scrutiny
- Procedural Issues
- Scrutinising outside bodies
- Chairing meetings

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, Waste management, Community Safety etc.

Any other training in this area?

