

RIBBLE VALLEY BOROUGH COUNCIL REPORT TO PERSONNEL COMMITTEE

Agenda Item No. 9

meeting date: WEDNESDAY, 24 MAY 2017
title: MEMBER TRAINING UPDATE
submitted by: JANE PEARSON – DIRECTOR OF RESOURCES
principal author: MICHELLE SMITH – HEAD OF HR

1 PURPOSE

1.1 To provide an update on Member training activity in the last financial year and consider the development of a Member training programme for 2017/18.

1.2 Relevance to the Council's ambitions and priorities:

- Council's Ambitions – The knowledge and skills of our Members underpin all aspects of their role as key decision makers and leaders for the Council and the community. It is important that Members have a broad range of knowledge and skills, can use them effectively in all areas of their work and as a consequence contribute to achievement of the Council's ambitions.
- Community Objectives – See above.
- Corporate Priorities – See above.
- Other Considerations – None.

2 BACKGROUND

2.1 All new members receive Induction training when they join the Council. Members are then encouraged to attend appropriate training to develop and enhance their skills.

2.2 There are a number of activities that can contribute to Member training eg training courses, seminars, briefings, workshops etc, and such activities can be undertaken both internally and externally.

2.3 There is a Corporate Training budget of £15,310 for 2017/18. This budget is managed by the Head of Human Resources and is available for both corporate courses for officers and for member development. In addition departmental training budgets exist for officer training

2.4 Member training is co-ordinated by the Head of HR and the Administration Officer. Information on ad-hoc training opportunities is circulated to Members as appropriate.

3 CURRENT MEMBER TRAINING APPROACH

3.1 Training undertaken by Members is recorded and reported to this Committee at each meeting. A summary of such training activity undertaken in 2016/17 is attached at Appendix A for information.

3.2 Our current approach to member training has been as follows:

- When new Members are elected they are asked to complete an 'Elected Member Personal Development Plan' questionnaire to identify any immediate

training needs, see Appendix B. Thereafter, in theory, training needs would be identified by the Leader, Committee Chairs or individual Members but in practice this approach leads to some inconsistencies across the council. In addition, officers also keep Members informed of any training activities, or share information that will complement a Member's knowledge and skills in relation to their specific committees.

- In the past we have also undertaken an 'Elected Member Training Needs analysis', see Appendix C; the information from which was then used to create a 'Personal Development Plan for Elected Members', see Appendix D.
- There are also a wide range of training resources available to Members on-line. The Local Government Association (LGA), in particular, has a wide range of material available on their website. Each year they produce a Councillor's Guide and the latest edition can be found at <http://www.local.gov.uk/councillors-guide-2017>, and in addition they have developed over 50 distance learning tools in the form of workbooks and e-learning materials on a wide range of topics eg:
 - ❖ Chairing Skills;
 - ❖ Community Leadership;
 - ❖ Effective Ward Councillor;
 - ❖ Introduction to Planning;
 - ❖ Media and Communications;
 - ❖ Neighbourhood and Community Engagement; and
 - ❖ Working with Town and Parish Councils.

3.3 In addition, the North West Employers' Organisation (NWEO) also provide training and development opportunities and advice for Members.

4 FUTURE MEMBER TRAINING

4.1 There is currently no formal plan in place for member training for the new financial year. Members may wish to either;

- Continue the current ad-hoc approach, or
- Formulate an Annual Member Training Programme

5 RISK ASSESSMENT

5.1 The approval of this report may have the following implications:

- Resources - The cost of any proposed development activity would be funded from the Corporate Training Budget.
- Technical, Environmental and Legal - Development activity could include training in areas where Members need to understand specific legislative/technical initiatives and issues. Failure to do so could affect the ability to make informed decisions on key matters.
- Political – There are no political implications.
- Reputation – A knowledgeable and skilled Member is more able to perform his/her role effectively.

- Equality & Diversity – None identified.

6 RECOMMENDED THAT COMMITTEE

6.1 Consider whether to develop and adopt an Annual Member Training Programme.

MICHELLE SMITH
HEAD OF HR

JANE PEARSON
DIRECTOR OF RESOURCES

BACKGROUND PAPERS

None.

For further information please ask for Michelle Smith, extension 4402.

REF: MS/CMS/PERSONNEL/240517

APPENDIX A

DEPARTMENT	NAME	COURSE	DETAIL	DATE	DURATION
Members	Cllr B Hilton	LCC Workshop	The Transformation Plan		1/2 day
Members	Cllr N Walsh	Leader and Chief Executive Briefing	Update on considerations regarding becoming a constituent member of a Lancashire Combined Authority	06.04.16	Approx 2 hours each = 7 days
Members	Cllr D Taylor				
Members	Cllr P Ainsworth				
Members	Cllr T Hill				
Members	Cllr S Hind				
Members	Cllr S Atkinson				
Members	Cllr R Thompson				
Members	Cllr S Brunskill				
Members	Cllr M Fenton				
Members	Cllr S Knox				
Members	Cllr K Hind				
Members	Cllr S Hore				
Members	Cllr A Knox				
Members	Cllr I Sayers				
Members	Cllr J White				
Members	Cllr R Sherras				
Members	Cllr S Hirst				
Members	Cllr J Alcock				
Members	Cllr S Carefoot				
Members	Cllr A Brown				
Members	Cllr P Elms				
Members	Cllr S Bibby				
Members	Cllr R Swarbrick				
Members	Cllr P Dobson				
Members	Cllr G Scott				
Members	Cllr P Dowson				
Members	Cllr I Sayers	ADBA - Anaerobic Digestion and Bio Gas Exhibition - NEC		Jul-16	1 day

DEPARTMENT	NAME	COURSE	DETAIL	DATE	DURATION
Members	Cllr A Knox	Effective Opposition	LGA Event	14/10/2016	1 day
Members	Cllr S Bibby	Housing Workshop For Members	In-house workshop to discuss the potential new legislation around Starter Homes in relation to the Council's current policy on affordable homes	27.6.16	2.5 hours each = 2 days
Members	Cllr R Newmark				
Members	Cllr M Fenton				
Members	Cllr M Robinson				
Members	Cllr S Hore				
Members	Cllr D Taylor				
Members	Cllr I Sayers				
Members	Cllr R Elms				
Members	Cllr J Rogerson				
Members	Cllr R Sherras				
Members	Cllr B Hilton	LCC Briefing	A briefing from the IT department relating to the launch of their new website. The session was for members of the LCC Health & Scrutiny Committee	Nov-16	1/2 day
Members	Cllrs S Bibby, A Brown, G Mirfin, I Sayers, R Thompson, D Taylor, B Hilton, R Hargreaves, J Rogerson, R Sherras, S Carefoot, S Hind, R Swarbrick, S Atkinson, S Brunskill, M Robinson, M Fenton	Planning Training	In-house session for Members	06/10/2016	Approx 2 hours each = 4.5 days

DEPARTMENT	NAME	COURSE	DETAIL	DATE	DURATION
Members	Cllrs J Alcock, M Fenton, I Brown, J White, S Atkinson, G Mirfin, P Elms, G Geldard, S Hind, S Brunskill, R Hargreaves	Vulnerability and Child Sexual Exploitation	An in-house course delivered by ex-Inspector Tony Baxter to raise awareness.	31/01/2017	1 hour each = 2 days
Members	Cllr J Alcock	Taxi Licensing Regional Event - North West	This was an LGA event covering Licensing in respect of taxi drivers and other issues such as Child Sexual Exploitation, taking Guide Dogs in taxis, etc.	21/02/2017	1 day

**RIBBLE VALLEY BOROUGH COUNCIL
ELECTED MEMBER PERSONAL
DEVELOPMENT PLAN QUESTIONNAIRE**



Ribble Valley
Borough Council
www.ribblevalley.gov.uk

As a newly Elected Member, we are keen to recognise your current skills and areas of expertise and to help you identify any immediate learning and development needs that will assist you in carrying out your duties as a Councillor of the Borough.

A member of our Human Resources team will help you to complete this questionnaire and then look to identify ways to address your development needs. This may be via traditional training sessions, providing you with information or directing you to other Members or Officers for advice/support.

NAME:WARD:

DO YOU WORK:Full TimePart Time Not in Employment

Please list any qualifications/skills or experience that you have had to date which you feel will be useful to you in your role as a Councillor
What would you say are your three best strengths
How familiar are you with IT? Can you use E-mail/Word/Excel/Internet?

Can you think of any specific urgent learning or development needs?
If we were to deliver training sessions, when would be the best time for you to attend? 1) 9am – 1pm 2) 1pm – 5pm 3) 4pm – 6pm 4) Evenings only after 6pm 5) Any time
Do you have any other queries that you need answering today?

SIGNED (Elected Member): _____

DATE: _____

Ribble Valley Borough Council

TRAINING NEEDS ANALYSIS

FOR

ELECTED MEMBERS



TRAINING AND DEVELOPMENT NEEDS PROFILE FOR ELECTED MEMBERS AT RIBBLE VALLEY BOROUGH COUNCIL

Introduction

This profile will assist the Authority to identify and respond to the training and development needs of our Elected Members.

The information gathered will be collated and analysed to produce an overall profile of the most significant needs of Councillors at Ribble Valley.

Completing the Questionnaire

The questionnaire has been designed to identify Councillors' perceptions of development needs against three strands.

These three strands being:

Organisational Needs

These needs will arise from key priorities for the Authority and the development needs that may flow from these. Examples of these being, the changes brought about by the Modernisation Programme, Best Value, e-government etc. These needs will often be identified by Chief Officers, Lead Members and Working Groups.

However the first section provides opportunity for Members to highlight issues they would like to prioritise as having a developmental need.

Group Needs

The questionnaire will help to draw out the development needs of specific roles attached to the work of Elected Members and assist in identifying themes that need addressing through any future Member Development Strategy. The profile will also give an indication of Members' perception of the skills and knowledge required to undertake the role.

Personal/Individual Needs

This part of the profile will assist Members to recognise and identify any areas where they feel they could benefit personally from further development. These skills very much focus on self management issues to support Councillors in their roles.

Self Assessment

The attached questionnaire asks you to reflect on your current skills/knowledge and then to prioritise any development you feel you may require. Having looked at the rating system and the examples given, please consider each of the skill or knowledge areas and **CIRCLE** the rating which you feel is appropriate to you.

Completing the Questionnaire

All Members are invited to complete the questionnaire and then bring it with them to a personal development interview, which will be facilitated by one of the Council's Committee Service Administrators – John Baldwin and Olwen Heap.

The questionnaire will be used to help them recognise their key areas for development. This process will support you to produce a Personal Development Plan and at the same time encourage you to identify your preferred approaches to learning.

DETAILS

Please CIRCLE where applicable

Name:

Date of Completion:.....

Length of Service as a Councillor:

0 – 1 year

1 – 5 years

5 – 10 years

10 +

Do you currently hold a post or positions of special responsibility, eg Chair or Member of any Committee/panel/working group/outside body.

Please provide details:

Guidance to Self Assessment: Training and Development Need Priority

Low Priority	Moderate Priority	High Priority
⇒ Low level priority ⇒ Not important to be addressed in order to perform role to higher standard	⇒ Moderate level priority ⇒ Needs to be addressed to be able to fulfil the role but holds little urgency	⇒ High priority development need ⇒ Needs to be addressed to be able to fulfil current role

A training and development need could be something where either you feel you could have a skills or knowledge gap and need to improve, or something which you feel you already do well, but would like to develop or enhance further.

Please complete the sections, circling the rating that best reflects your personal situation and requirements.

Organisational/Community Needs

Skills	Ability Level	Development Need <i>(please circle)</i>
Presenting a positive image of the Council and Local Government - promoting the benefits	L / M / H	L / M / H
Representing the Council positively with external partners/organisations	L / M / H	L / M / H
Advocacy skills on behalf of constituents	L / M / H	L / M / H
Dealing with media – both pro-actively and reactively	L / M / H	L / M / H
Monitoring performance – being able to assess progress in own area of responsibility or interest	L / M / H	L / M / H
Networking skills – identifying and developing relationships with individuals or groups for mutual benefit	L / M / H	L / M / H
Using IT/E-Government		
Getting started – switch on, create document and print	L / M / H	L / M / H
Using e-mail, sending and receiving messages, attaching documents, saving to file	L / M / H	L / M / H
Word processing – creating letters and simple reports	L / M / H	L / M / H
Using the Internet eg locating information, searching	L / M / H	L / M / H
Knowledge	Ability Level	Development Need <i>(please circle)</i>
Best Value	L / M / H	L / M / H
Ethics and Standards	L / M / H	L / M / H
Crime and Disorder	L / M / H	L / M / H
Local Government Bill/White Paper	L / M / H	L / M / H
Human Rights Act	L / M / H	L / M / H
Cultural Awareness	L / M / H	L / M / H
Any other areas you wish to include: see appendix on final page		

Working in Groups

Skills	Ability Level	Development Need <i>(please circle)</i>
Actively contributing to policy formation.	L / M / H	L / M / H
Monitoring financial information and understanding the budgetary	L / M / H	L / M / H
Project Management – how it is set up, contributing and influencing a project	L / M / H	L / M / H
Investigation skills including searching information including the ability to analyse complex information and understand the key points	L / M / H	L / M / H
Contributing in meetings – confidence and skill	L / M / H	L / M / H
Negotiating funding from external bodies	L / M / H	L / M / H
Chairing skills/managing meetings	L / M / H	L / M / H
Dealing with conflict	L / M / H	L / M / H
Public speaking	L / M / H	L / M / H
Interviewing skills	L / M / H	L / M / H
Leadership skills	L / M / H	L / M / H
Problem solving including identifying the real problem	L / M / H	L / M / H
<p>These are in addition to any legislative requirements in respect of membership of any committees eg Standards, Development Services, Employment etc.</p> <p>Any other areas you wish to include</p>		
Knowledge	Ability Level	Development Need <i>(please circle)</i>
Overview and Scrutiny process	L / M / H	L / M / H
Budgetary process	L / M / H	L / M / H
Local Authority structure and services	L / M / H	L / M / H
<p>Any other areas you wish to include</p>		

Personal/Individual Needs

Skills	Ability Level	Development Need <i>(please circle)</i>
Time Management	L / M / H	L / M / H
Managing your own stress	L / M / H	L / M / H
Adapting to change – change in role or personal circumstance or helping others	L / M / H	L / M / H
Managing your own safety	L / M / H	L / M / H
Coaching/mentoring skills	L / M / H	L / M / H
Communication skills		
Effective reading	L / M / H	L / M / H
Making your point – expressing yourself clearly	L / M / H	L / M / H
Listening	L / M / H	L / M / H
Writing clear concise reports	L / M / H	L / M / H
Assertiveness – getting what you want without upsetting others	L / M / H	L / M / H

Any other areas you feel should be addressed:

Have you previously undertaken or are you due to undertake any training in another role that you feel is relevant to your personal development as a Ribble Valley Councillor?

Please provide details:

Any additional notes:

APPENDIX

Planning

Licensing

Environmental Health

Highways

Waste Management

Tourism and Leisure

Finance

Legal

Personnel

Another other specific area ...

Ribble Valley Borough Council

**PERSONAL DEVELOPMENT PLAN
FOR
ELECTED MEMBERS**



This Personal Development Plan will be written up during the one-to-one interviews but will be informed by the Training Needs Analysis form you have already completed.

PERSONAL DEVELOPMENT PLAN

Name:	_____
Length of Service as an Elected Member:	_____
Role currently held: (eg community rep/chair of committee)	_____

Which is the Favoured/Most Practical Way for you to Learn?	
⇒ Reading	_____
⇒ Doing/practical involvement	_____
⇒ Having a go and then reflecting on it	_____
⇒ Formal training sessions	_____
⇒ Electronic methods	_____
⇒ Any other ways	_____

Strengths	
5 major strengths	
1	
2	
3	
4	
5	

Development Needs	
5 key areas for development	
1	
2	
3	
4	
5	

Support Systems

Who can I get support from?	What do I want from them?	How can I approach them?

Twelve Month Action Plan

The action plan could build on strengths, work on areas of development or concentrate on new skills for a future role.

What do I need?	How will this assist me in my role as a Councillor?	When/How soon do I need it?
1		
2		
3		
4		
5		
6		

Long Term Development Plan

Options for the future, "In year one I would like to

Success Criteria

What measures have I got for my own success?

Review Process

How will I review my progress on my plan?

When will I review this plan?