

# Public Document Pack

**Date of meeting** Thursday, 8th January, 2015  
**Time** 7.00 pm  
**Venue** Committee Room 1, Civic Offices, Merrial Street,  
Newcastle-under-Lyme, Staffordshire, ST5 2AG  
**Contact** Geoff Durham ext 2222

## Member Development Panel

### AGENDA

#### PART 1 – OPEN AGENDA

**1 DECLARATIONS OF INTEREST**

To receive Declarations of Interest from Members on items included in this agenda

**2 MINUTES OF A PREVIOUS MEETING (Pages 3 - 6)**

To consider the minutes of the previous meeting of this Panel held on 2 October, 2014

**3 UPDATE ON ICT**

To receive a verbal update on Members ICT

**4 Member Training and Development. (Pages 7 - 28)**

**5 Work Plan for the Member Development Panel. (Pages 29 - 32)**

**6 URGENT BUSINESS**

To consider any business which is urgent within the meaning of Section 100B(4) of the Local Government Act 1972

**Members:** Councillors Becket (Chair), Mrs Heames, Owen, Mrs Peers, Proctor,  
Mrs Simpson, Turner and Mrs Winfield

**PLEASE NOTE:** The Council Chamber and Committee Room 1 are fitted with a loop system. In addition, there is a volume button on the base of the microphones. A portable loop system is available for all other rooms. Should you require this service, please contact Member Services during the afternoon prior to the meeting.

**Members of the Council:** If you identify any personal training/development requirements from any of the items included in this agenda or through issues raised during the meeting, please bring them to the attention of the Democratic Services Officer at the close of the meeting.

**Meeting Quorums :-** 16+= 5 Members; 10-15=4 Members; 5-9=3 Members; 5 or less = 2 Members.

Officers will be in attendance prior to the meeting for informal discussions on agenda items.

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**MEMBER DEVELOPMENT PANEL**

Thursday, 2nd October, 2014

**Present:-** Councillor David Becket – in the Chair

Councillors Mrs Heames, Owen, Proctor, Mrs Simpson, Turner and Mrs Winfield

Apologies: Apologies were received from Councillor(s) White

1. **DECLARATIONS OF INTEREST**

There were no Declarations of Interest stated.

2. **MINUTES OF A PREVIOUS MEETING**

**Resolved:-** That the minutes of the meetings held on 3 July and 28 August, 2014 be agreed as correct records.

3. **PRESENTATION ON THE TABLET TRIAL AND ICT**

The Councils ICT Operations and Development Manager gave an update on the tablet trial which had recently completed. The results showed that issuing tablets to all Members

4. **MEMBERS' USE OF ICT**

Consideration was given to a report investigating the methods of delivering information to Members more effectively and efficiently.

Not all Members accessed their emails on a regular basis and therefore need to be encouraged to do so through the use of extensive training in the use of IT equipment. It was suggested that Members who did not access their emails should be made know to their Group Leaders. In addition, greater use by Members could mean the cessation of the Courier service, therefore making a saving to the Council. There would still be paper copies of agendas available but Members would have to come to the Civic Offices to collect them.

It is proposed that after the 2015 elections, the printing of emails etc would begin to be phased out and this would be assisted by advising new candidates that they must be IT literate.

Members were informed about the outcome of the tablet trial and it was agreed that subject to evaluations, the Member Development Panel recommend that tablets be made available to all Members.

**Resolved:-** That it be recommended to Cabinet and Full Council:

- (i) That the practice of printing off and sending on Members' emails cease.

## **Member Development Panel - 02/10/14**

- (ii) That a similar policy to that outlined about and currently applied to officers be implemented to also cover Member email accounts
- (iii) That the use of Borough Council email by all elected Borough Council Members for council business be made mandatory
- (iv) That the Members' weekly courier service be ceased. Instead, Members will be required to use either electronic means to access committee papers in future, or will be required to visit the Civic Offices to pick up their printed papers. The Council will continue to encourage all Members to use appropriate available technology and will offer the necessary training for Members to use this technology. It is envisaged that the practice of making printed agendas and other papers available to Members in this way will be phased out following the 2015 Borough Council elections.
- (v) That, subject to a sound business case, upon the successful completion of the trial, tablets be offered to all Members.
- (vi) That Group Leaders be advised of Members who are not using the email service.

### **5. ENFORCEMENT TRAINING**

Members considered a report on the Council's current Enforcement Policy 2014-17. At a previous meeting of this Panel, Members had requested training on the nature and extent of enforcement powers that were available to the Council.

**Resolved:-**

- (i) That the information be received.
- (ii) That specific enforcement training be arranged.

### **6. MEMBER TRAINING AND DEVELOPMENT**

Consideration was given to a report updating Members on the training programme and events which had taken place.

Members discussed the training programme and were informed that an interest had been expressed regarding the introduction of Health Scrutiny training into it. In addition, as stated in the previous item on the agenda, Enforcement Training would be introduced. In addition, more online training should be sourced and encouraged.

Members also suggested that training should be offered on all committees especially for new Members with little or no knowledge on certain subjects.

Furthermore, mandatory training needed to be enforced by the Group Leaders and training should be made mandatory for all new Members.

- Resolved:-**
- (i) That the information be received.
  - (ii) That Health Scrutiny training and Enforcement training be introduced into the programme.

**7. WORK PLAN FOR THE MEMBER DEVELOPMENT PANEL**

Members considered a report on the Work Plan for the Panel.

The topic regarding the Members Web page was discussed and it was agreed that this should be reviewed as to the requirement for a separate Web page now that modern.gov was in use. It was agreed that a questionnaire be devised and sent to Members asking for their opinion as to whether they have or would use it and what information they would like to see on it.

In addition, Members requested a comprehensive review of the current training programme, looking at the mandatory topics and the desirable ones and prioritising them.

Follow on training for Planning and Licensing should be made available for all Members and there should be training on dealing with queries and complaints from constituents.

- Resolved:-**
- (i) That a questionnaire be devised and sent to Members regarding their use of the Members Web page.
  - (ii) That a comprehensive review of the Members' training programme be carried out and brought back to a future meeting.

**8. URGENT BUSINESS**

There was no urgent business.

**COUNCILLOR DAVID BECKET**  
**Chair**

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## NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

### EXECUTIVE MANAGEMENT TEAM'S REPORT TO THE MEMBER DEVELOPMENT PANEL

8 January, 2015

#### STRATEGY FOR ELECTED MEMBER DEVELOPMENT AND MEMBER TRAINING

**Submitted by:** Member Training and Development Officer

**Portfolio:** Finance and Resources

**Ward(s) affected:** Non-specific

#### **Purpose of the Report**

To agree to the amendments made to the Strategy attached to this report and to make any amendments/additions.

#### **Recommendations**

- (a) That the revised Strategy be agreed.
- (b) That the training programme, incorporated into the Strategy be agreed.

#### **Reasons**

To ensure that the training programme is robust and that Members take up the opportunities offered to give them the required skills and knowledge to carry out their role.

#### 1. **Background**

- 1.1 The take up of training by Members of the Council has always been fairly low – approximately only one third of Members attend courses offered to all.
- 1.2 The Strategy had been agreed at a previous meeting of this Working Group but it has emerged that it needs to be 'stricter', especially where the use of ICT is involved. New Members would have the message put across to them from the beginning.
- 1.3 Similarly, with the training, more sessions need to be mandatory and prioritised in order to build an effective training programme.

#### 2. **Issues**

- 2.1 The requirement for Member Development is an ongoing process as legislation and situations are constantly changing.
- 2.2 A revised Strategy is appended to this report and Members are asked to consider the changes and add any items which they feel appropriate.

3. **Outcomes Linked to Sustainable Community Strategy and Corporate Priorities**

3.1 Better informed Members will contribute directly to 'Achieving a Cooperative Council and Community Based Service'.

4. **Legal and Statutory Implications**

4.1 There are no legal implications directly associated with this report.

5. **Equality Impact Assessment**

5.1 There are no equalities implications directly associated with this report.

6. **Financial and Resource Implications**

6.1 There is now a limited budget for the remainder of the current financial year.

6.2 The main resource implication associated with the proposals listed in this report is use of Members' time. The process will require a minimal commitment of time from Members if it is to be effective and meaningful. There is little resource implication concerning officers as this process will be Member led and owned by Members.

7. **Major Risks**

7.1 There are no major risks associated with this report.

8. **Key Decision Information**

8.1 The proposals within this report are not regarded as Key Decisions in the sense that it should be included within the Forward Plan. However, as this is not regarded as a non-Executive function, a Cabinet (executive) decision is required to give effect to the proposals.

9. **Appendices**

Appendix 1: Strategy for Elected Member Development.

10. **Earlier Cabinet/Committee Resolutions**

2 October, 2014





# Member Training and Development Strategy

2015 - 2016

Adopted May, 2009  
*Last Amended April 2014*



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### 1. Introduction

One of Newcastle's Corporate Priorities is 'Achieving a Co-operative Council and Community Based Service'. In order to fulfil this, it is important

to ensure that our Councillors' have the necessary skills and knowledge to carry out their role effectively.

All Councillors, even those of more experience, require an element of training throughout their term. Continuous Member Development is highly important as Councillors' have a duty to those who elected them and to the Council on which they serve.

In addition to any training necessary to perform certain roles, **Members** will be encouraged to take some responsibility for their own training and development needs by identifying areas in which they require further assistance. **Group Leaders** are expected to enforce all mandatory training with their members. The aim is to ensure that every Member has the opportunity to acquire the skills required to perform their duties.

**All Members must be** IT literate as the biggest majority of enquiries from the electorate are now sent electronically. Members are expected to check their emails on a daily basis..

Existing Members who are not IT literate are **strongly encouraged** to take up the training opportunities offered to them.

Newcastle is also moving towards the 'Paperless Member' whereby everything, including agendas will be sent electronically. If you are not fully confident with using IT equipment, our IT Section would be happy to assist and training will be given. Members are asked to refer to the Constitution for the roles and responsibilities of Councillors, Members Code of Conduct and the remits of Committees.

## **2. West Midlands Member Development Charter**

Newcastle-under-Lyme Borough Council signed up to the Charter in February, 2008 and was awarded the Primary Level in October 2010.

Working towards the Charter helped the authority to build upon its' programme to ensure that Members' Training and Development is seen as a key component in the success of the Organisation, thus enabling the Council to deliver high quality services that are valued by its customers. It has also helped in achieving targets within the Council's Corporate Priorities, notably, 'Achieving a Co-operative Council and Community Based Service' as mentioned in the Introduction. The experience gained, through the establishment of Personal Development Plans has given Members the opportunity to identify the skills and knowledge which are

required to ensure that they are trained to a level appropriate to their roles and responsibilities.

### **3. A Strategic Approach**

I. Research carried out by the West Midlands LGA has identified three specific areas that constitute key drivers behind any strategic member development plan.

- Requirements placed upon Elected Members by the Local Authority
- Personal aspirations of Elected Members
- Requirements placed upon Elected Members by their constituents and community organisations.

II. The models attached at Appendix A show some of these key drivers, the possible outcomes that can be achieved from them and the areas of development and training that could help to achieve these outcomes.

III. The models can help Elected Members to identify areas where they might like to concentrate their training and development and focus their attention. They can also act as a check list to ensure that all key aspects of Member Development are being explored.

### **4. Objectives:**

I. To establish a culture whereby Elected Member development is seen as a key component in the success of the Organisation.

- II. To equip Elected Members with the skills and knowledge necessary to enable the Council to deliver high quality services that are valued by their customers.
- III. To ensure that all Elected Members are trained to a level appropriate to their roles and responsibilities.

**5. How these objectives will be achieved:**

- I. By ensuring that the training strategy derives from and contributes to the Council's Corporate Priorities.
- II. By providing training opportunities in response to organisational, individual and statutory needs that will be assessed on an annual basis through the use of Personal Development Plans (PDPs).
- III. From in-house training and electronic sources and by utilising external training facilitators when required.
- IV. By monitoring and evaluating all training and development activities to ensure that value for money is obtained and that the benefits to individuals and the Council are measurable.
- V. By making all training equally available to all Elected Members.

**6. Member Development Panel -**

**Terms of Reference**

- To identify and implement the requirements of the West Midlands Member Development Charter and to develop and implement a Member Development Strategy.

- To identify a process for the implementation of Personal Development Plans and offer all Members the opportunity to participate.
- To ensure that all Member development and training opportunities relate to Newcastle under Lyme Borough Council's corporate priorities.
- To engage all elected members in the process of member development and training.
- To establish a mechanism to evaluate overall effectiveness of Member Development.
- Identify financial resources required to deliver development needs.
- To address issues relating to the provision of ICT for elected members.
- To help promote the members website and to encourage members and officers to use the site on a regular basis.
- To monitor the provision of member support.

## **7. Induction Process for Newly Elected Members**

- I. An Induction Day **will be** attended by all newly Elected Members and will include presentations from Chief Officers, some basic training and an induction pack including a Members' Handbook and the Constitution. Re-elected Members will also be strongly encouraged to attend the induction session as a refresher and to share their knowledge with those who have been newly elected. This is a 'whole-day' event and usually takes place on the Wednesday following the elections. This date **must be** kept free by all NEW Members,
- II. All newly elected Members will be offered mentoring from an individual council officer or member of a political group for the first six months following their election.

## **8. Member Development Annual Training Plan**

- I. An Annual Training Plan will be compiled by the end of July 2014 and by the end of June for subsequent years to 2018. (Appendix B).
- II. Following the receipt of completed Personal Development Plans (PDP's) an Annual Training Plan will be compiled from a number of sources including requests from individual Members, learning needs analysis questionnaires, the PDPs, new legislation, Central Government initiatives and any other external influences.
- III. All training undertaken will be evaluated, reviewed and the outcomes fed back into all future training strategies, plans and policies.

## **9. Training Courses**

- I. Please complete your PDP as this will ensure that the correct training courses are provided throughout the year and those most requested can be sourced.
- II. Training courses should be interesting and informative and in some cases, fun. Methods of delivery will include:
  - Internal courses
  - Informal in-house briefings / workshops
  - External conferences / seminars
  - Written learning materials
  - Peer Mentors
  - E-learning packages
  - Visits to other local authorities / shared learning

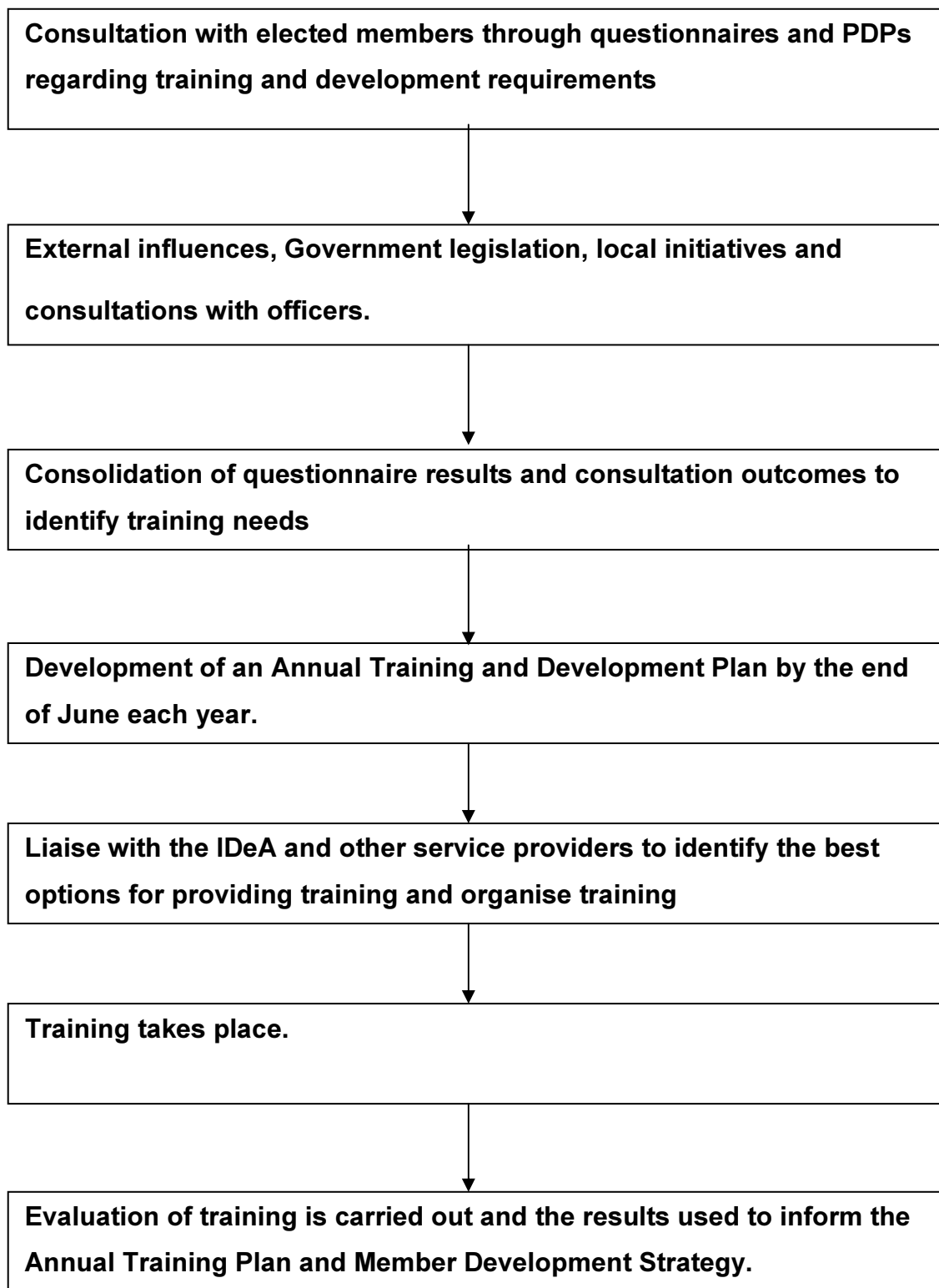


- DVD's

- III. All Members are **strongly encouraged** to identify and request training courses which relate to their individual role / Portfolio / Committees etc. Training requests should be made to Geoff Durham in Member Services. As there is a limited training budget, Members will need to demonstrate the relevance and benefit to the Council prior to payment being authorised.
- IV. All Chairs and Vice Chairs of Committees will be **strongly encouraged** to attend a chairing skills course.
- V. Elected Members sitting on quasi-judicial committees such as Planning and Licensing will be required to undertake committee specific training prior to attending their first meeting. Similarly for Public Protection.
- VI. . Prior to the first meeting of **all** committees, Members must attend a briefing session which will give an overview of what the Committee is about and its remit.
- VII. All Elected Members **MUST** undertake ICT training in order to fully contribute to the work carried out by the Council and in particular any Committees to which they are appointed.
- VIII. Where possible, the Council will aim to undertake shared learning with neighbouring authorities.
- IX. All Elected Members are expected to undertake a minimum of 24 hours training per year. Individual records of training undertaken by Members are kept to evaluate which Members reach their training quota.

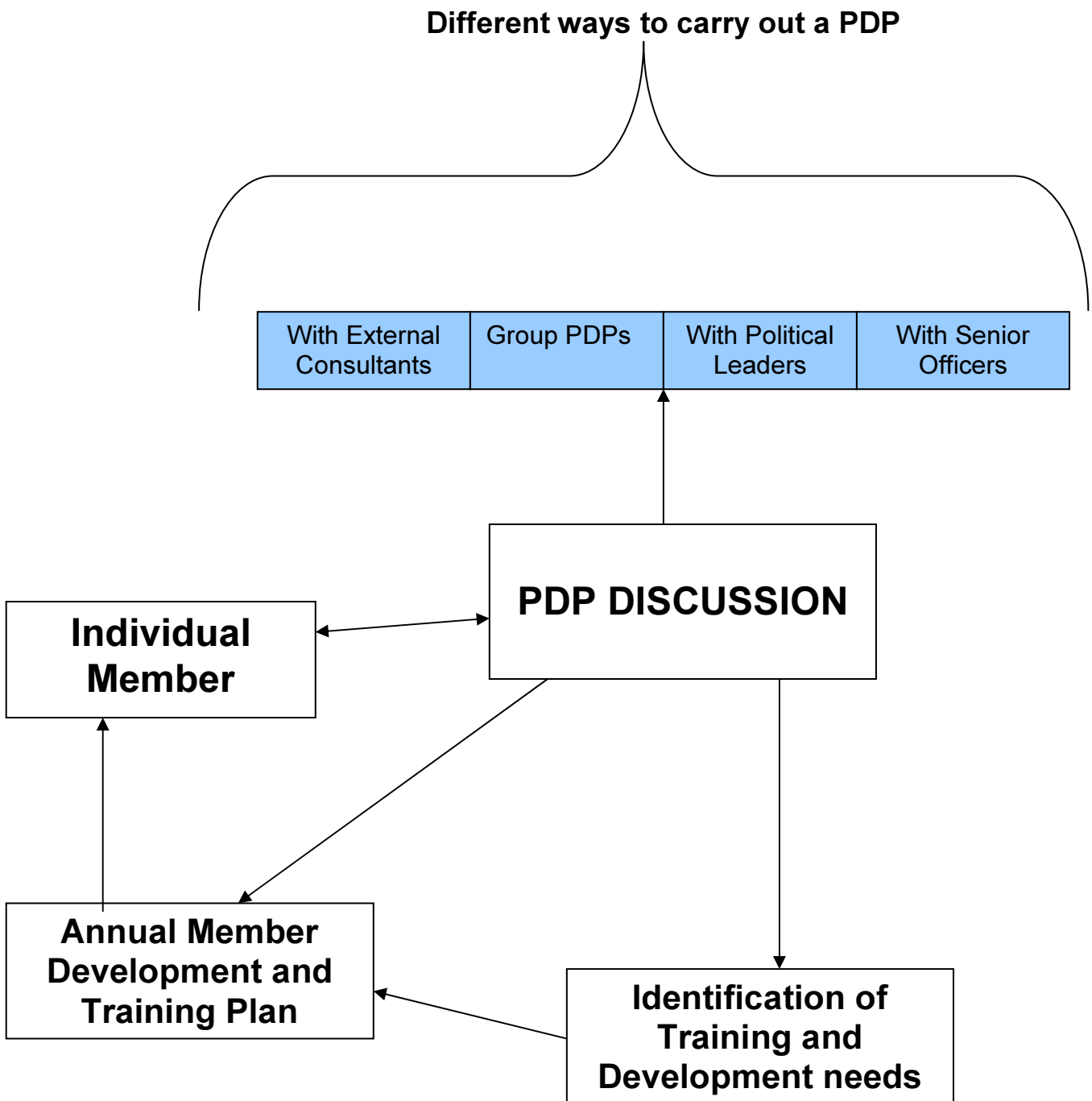


## 10. Process for Elected Member Training and Development



## 11. Personal Development Plans

- I. Each Elected Member is strongly encouraged to complete and commit to an annual Personal Development Plan (PDP) / Skills Audit which will help to identify individual training needs that can then be fed into the annual training plan.



- **Commitment from political leadership**

It is the Group Leader's responsibility to ensure that their Members complete the PDP and complete an audit of skills to identify training needs and to enforce mandatory training amongst their Members. In addition, Group Leaders are requested to nominate a number of Mentors within their Group to whom new Members can approach.

- **Member led strategy approach**

The way in which PDPs are carried out will be agreed within each group for their preferred way to identify training and development needs. These plans will then provide officers with the information needed to produce a training programme for Elected Members. It will be a mainly Member-led process with Officers bringing to Members' attention any training which is necessary to carry out their role.

- **The Creation of an Annual Member Development Plan**

The feedback from the PDP discussions will help officers to produce an Annual Member Development Plan that will detail how the authority will address development priorities including how, when, and who is responsible, including responsibility for implementing, monitoring and evaluating the plan. The PDP process will be available to all Elected Members.

- **Monitoring of progress against the Member development Plan**

Completion of Annual PDPs will ensure that progress is being made and that member development needs are being successfully addressed.

- **Evaluation**

Feedback from elected Members at PDP discussions can help to form part of the evaluation process which will then help to inform improvement.

## **12. Summary**

Through the implementation of this strategy we hope to ensure the provision of identified training and development needs for all elected Members.

Training needs will be identified based upon the needs of elected Members, the Councils Corporate Priorities and external local and national influences. Any training undertaken will be continuously evaluated and the results used to modify and inform the Annual Training Plan.

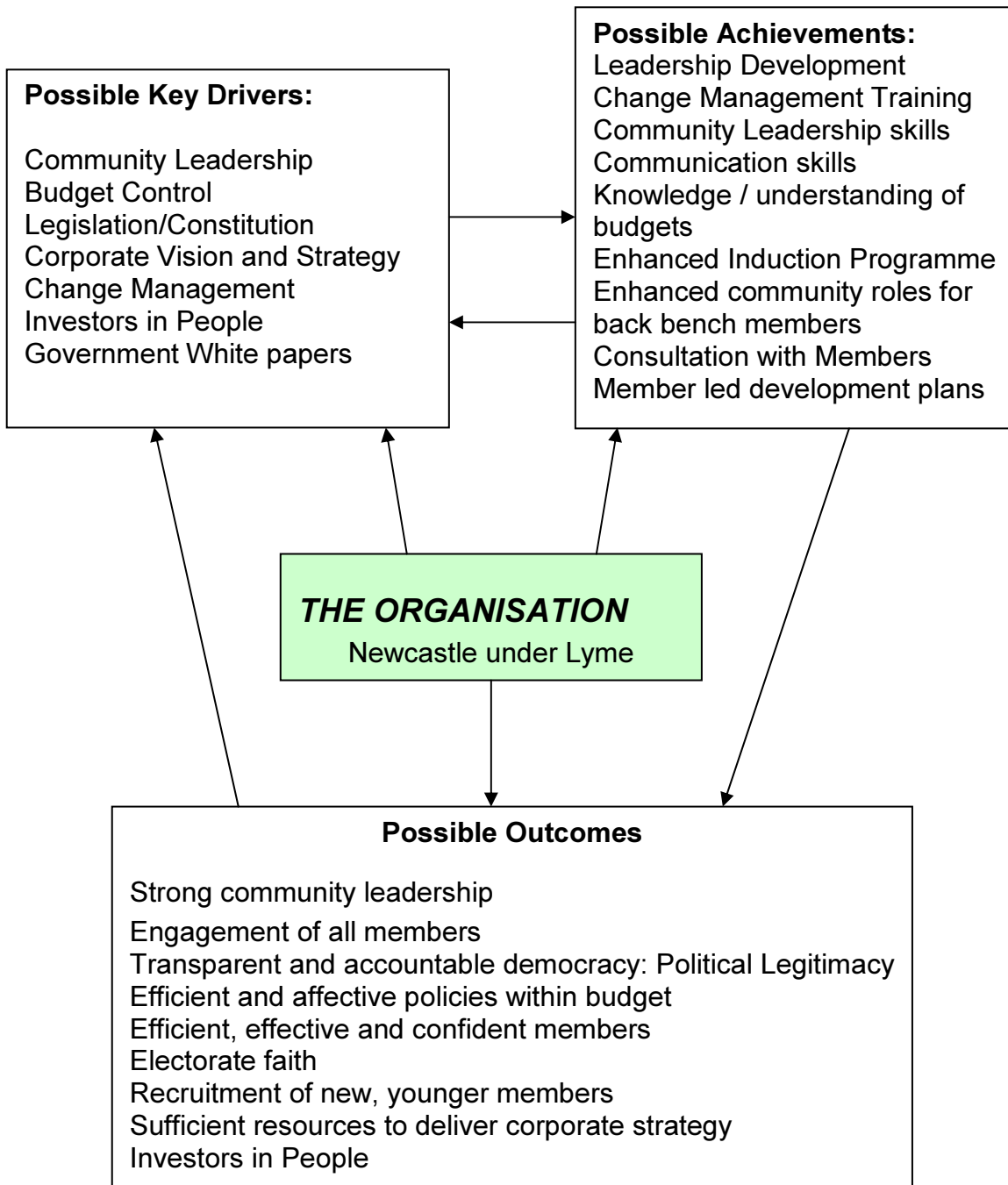
Member training and development will be a Member led strategy and will result in:

- A member led PDP process to identify individual training and development needs.
- A strategy for transforming these needs into an annual member development plan.
- The identification of resources (external, in-house or electronic) to ensure that this plan can be implemented.
- A continuous process of feedback and evaluation from members and officers.

- The use of this evaluation to feedback into the next publication of the member development plan.

# Member Development Strategic Model

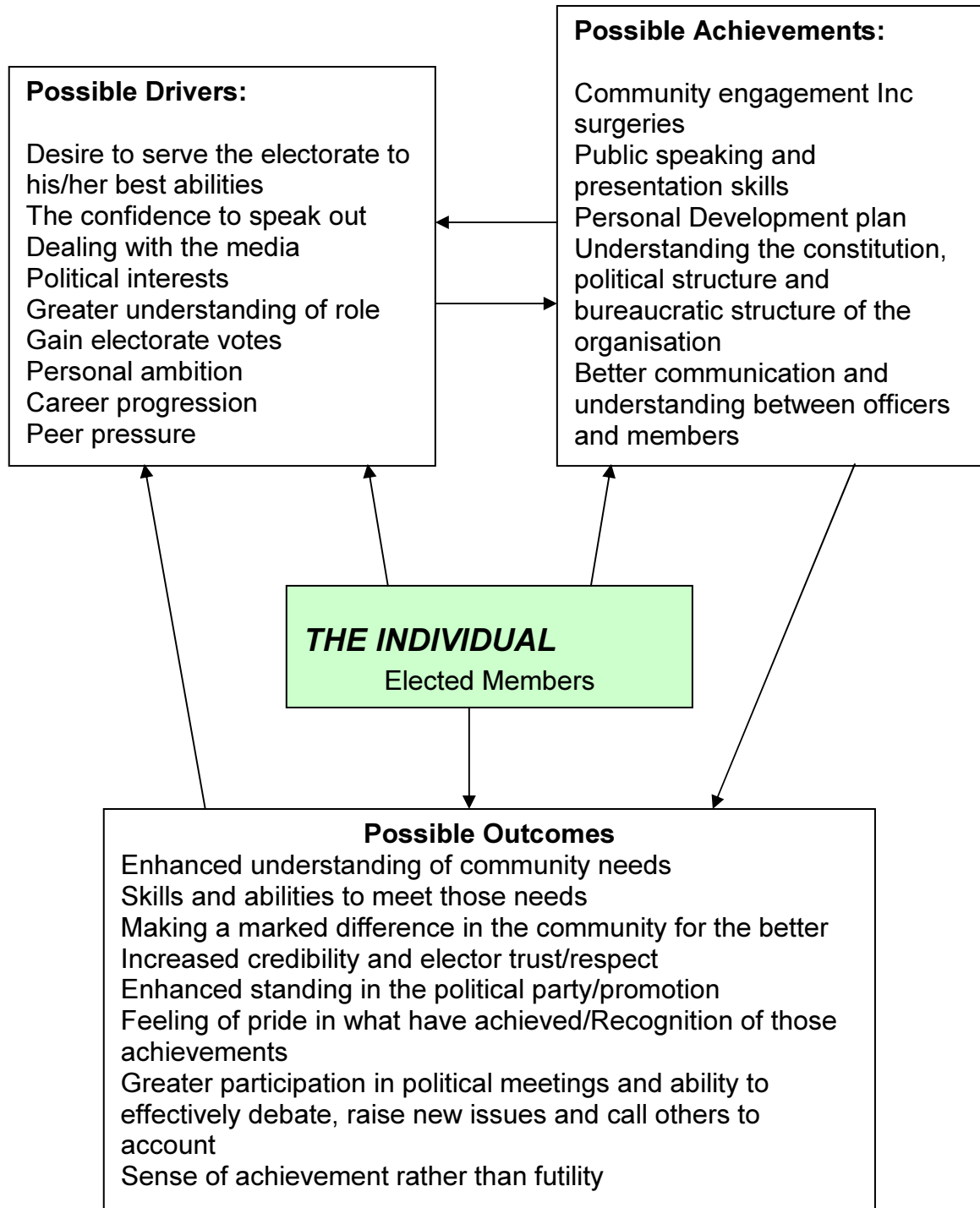
Key Driver = The Organisation





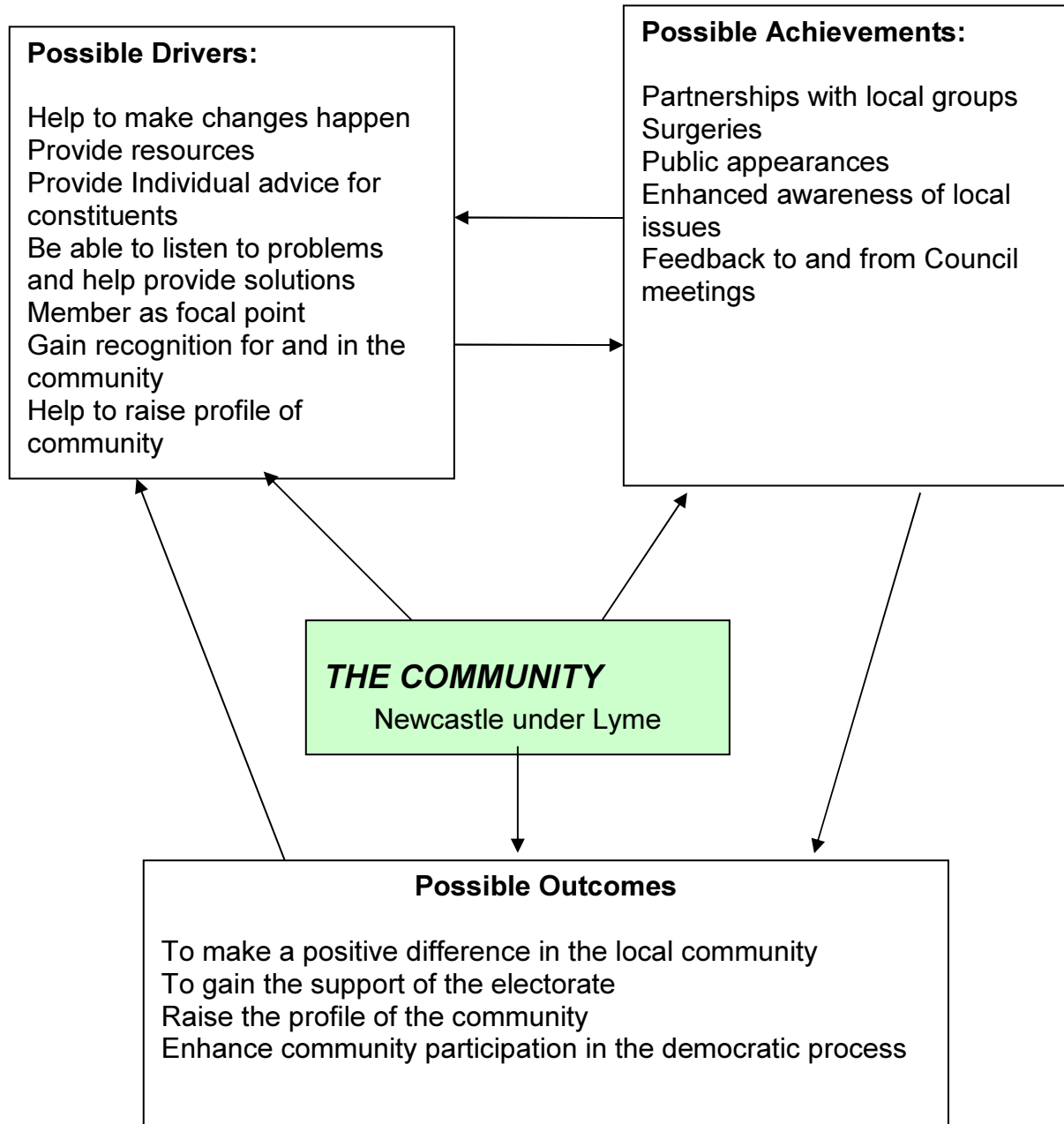
# Member Development Strategic Model

Key Driver = The Individual



# Member Development Strategic Model

Key Driver = The Community



## Elected Member Training and Development Plan 2015/16

Month	Events	Training Event	Training Event
<b>May</b>	Newly Elected Members	New Members Induction packs	New Members Induction Day
<b>June</b>	New members will be given usernames etc. Introductory training for Members of quasi-judicial committees*.	PDP/ questionnaires sent/advised new Members website?  Introductory training prior to the first meeting of every committee*	<b>Informative Sessions (all relevant Members):</b> <ul style="list-style-type: none"> <li>• Licensing*</li> <li>• Public Protection*</li> <li>• Planning*</li> <li>• Audit and Risk*</li> <li>• IT*. . Cabinet Member training</li> <li>• Overview of Planning</li> <li>• Introduction to Committees</li> <li>• Data Protection</li> <li>• Introduction to Modern.gov*</li> <li>• Media Training</li> </ul>
	Sourcing of training events		
<b>July</b>	Analysis of feedback from all questionnaires by Member Development Panel.	Sessions by Executive Management Team giving a broad overview of their Service	
<b>August</b>			
<b>September</b>		2 training days to be arranged	Enforcement  Chairs Training
<b>October</b>		2 training days to be arranged	Finance  Difficult people/challenging situations
<b>November</b>		2 training days to be arranged	Effective Ward leadership  Preparing and delivering speeches
<b>December</b>		1 training day to be arranged	Speed reading  Speaking with confidence

<b>January</b>		1 training day to be arranged	Localism
<b>February</b>	Info for prospective candidates	2 training days to be arranged	Open Event for prospective candidates
<b>March</b>		2 training days to be arranged	Partnership Working ?To be chosen from PDP
<b>April</b>	Nomination packs (including Strategy and Induction Programme) sent to prospective Councillors		

Training Sessions marked with an '\*' are mandatory for all Members

- Training Session prior to 1<sup>st</sup> Audit and Risk meeting**
- Training Session prior to 1<sup>st</sup> Planning meeting**
- Training Session prior to 1<sup>st</sup> Licensing Meeting**
- Training Session prior to 1<sup>st</sup> Public Protection meeting**

**NEWCASTLE-UNDER-LYME BOROUGH COUNCIL**

**EXECUTIVE MANAGEMENT TEAM'S REPORT TO THE  
MEMBER DEVELOPMENT PANEL**

**8 January, 2015**

**WORK PLAN**

**Submitted by:** Member Training and Development Officer

**Portfolio:** Finance and Resources

**Ward(s) affected:** Non-specific

**Purpose of the Report**

To assess the Work Programme for the Panel and to add any further items.

**Recommendations**

(a) That the Work Plan be agreed

**Reasons**

To give the Panel a solid structure and set aims and objectives for the future.

1. **Background**

1.1 The Member Development Panel, in its present format, was set up following the gaining of the West Midlands Member Development Charter in 2010.

1.2 A Work Plan had not been set up previously and by doing so, goals for improving the take up of training and its delivery and other Member Development issues can be set.

2. **Issues**

2.1 Having a Work Plan to guide the Panel will provide guidance and ensure that any issues raised are dealt with in a structured manner.

3. **Outcomes Linked to Sustainable Community Strategy and Corporate Priorities**

3.1 Better informed Members will contribute directly to 'Achieving a Cooperative Council and Community Based Service'

4. **Legal and Statutory Implications**

4.1 There are no legal implications directly associated with this report.

5. **Equality Impact Assessment**

5.1 There are no equalities implications directly associated with this report.

6. **Financial and Resource Implications**

6.1 There is now a limited budget for the remainder of the current financial year.

6.2 The main resource implication associated with the proposals listed in this report is use of Members' time. The process will require a minimal commitment of time from Members if it is to be effective and meaningful. There is little resource implication concerning officers as this process will be Member led and owned by Members.

7. **Major Risks**

7.1 There are no major risks associated with this report.

8. **Key Decision Information**

8.1 The proposals within this report are not regarded as Key Decisions in the sense that it should be included within the Forward Plan. However, as this is not regarded as a non-Executive function, a Cabinet (executive) decision is required to give effect to the proposals.

9. **Appendices**

Work Plan

10. **Earlier Cabinet/Committee Resolutions**

2 October, 2014

**WORK PLAN FOR THE MEMBER DEVELOPMENT PANEL  
FOR 2 OCTOBER MEETING**

<b>TOPIC</b>	<b>Dates etc</b>	<b>Officer</b>
lpad Trial	<b>27 February, 2014 to 27 August 2014</b>  <b>To run for a period of six months and to evaluate its success with a recommendation to Cabinet/Council</b>	<b>D Elkington</b>
Professional Development Plans	<b>To be received by end of June, 2014 with a mop up period at the beginning of July.</b>  <b>For the Member Development Panel to agree a training programme.</b>	<b>G Durham</b>
To Investigate ways in which more Members can be encouraged to participate in training events		<b>G Durham</b>
Review the need of and requirement for the Members Website	<b>Members with access to the site were asked to browse the site and suggest where it could be improved</b>	<b>G Durham</b>
Look at the Members Training Programme	<b>Look at the mandatory and optional subjects and prioritise them.</b>	<b>G Durham</b>

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