Public Document Pack

Date of meeting	**Thursday, 7th April, 2016**
Time	**7.00 pm**
Venue	**Civic Offices, Merrial Street, Newcastle-under-Lyme, Staffs ST5 2AG**
Contact	Geoff Durham

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 - 4)

To consider the minutes of the previous meeting of this Panel held on 1 October, 2015.

3 UPDATE ON ICT

To receive a verbal update on Members ICT.

4 New Members Induction 2016. (Pages 5 - 10)

5 Strategy for Elected Member Development. (Pages 11 - 30)

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 Hambleton, Johnson, Peers, Stubbs, Turner, Waring, White, Wilkes and 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.

FIELD_TITLE

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

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MEMBER DEVELOPMENT PANEL

Thursday, 1st October, 2015

Present:- Councillor Robert Wallace – in the Chair

Councillors Hambleton, Johnson and Wilkes

Apologies: Apologies were received from Councillor(s) Proctor and White

8. **APOLOGIES**

Apologies were received from Councillors' Proctor and White.

9. **DECLARATIONS OF INTEREST**

There were no declarations of interest stated.

10. **MINUTES OF A PREVIOUS MEETING**

Resolved: That the minutes of the meeting held on 2 July, 2015 be agreed as a correct record subject to a correction under Item 4:

The final sentence of the first paragraph should commence 'The Panel made..'

11. **MATTERS ARISING**

ICT

Members commented on the cessation of the Council's courier service suggesting that it be restored in part, for the short term, to Members who could not read their emails or did not have a tablet.

The comment would be passed to the Council's ICT Operations and Development Manager.

Local Government Association Peer Review

The Chair requested that an update on this be brought to the Panel after February 2016.

Resolved: That the comments be noted.

12. **UPDATE ON ICT**

No verbal report was given at the meeting. The Chair therefore requested that a written report be sent to Members of the Panel before the next meeting.

Resolved: That the Council's ICT Operations and Development

Manager prepare and send a written report to Members.

13. **LOCAL DEMOCRACY WEEK**

Members considered a report on the programme for the European Local Democracy Week. Members had no comments to make on the planned events and agreed the programme.

The Chair suggested that local schools and colleges be contacted with regard to their Youth Parliaments with a view to arranging possible local democracy events.

Resolved: That the information be received and the comments noted.

14. **WORK PLAN**

Consideration was given to the Work Plan for the Panel.

The content of the Work Plan was agreed with the addition of investigating the possible use of DVD's for training events.

Resolved: That the information be received.

15. **URGENT BUSINESS**

There was no urgent business.

COUNCILLOR ROBERT WALLACE
Chair

NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

EXECUTIVE MANAGEMENT TEAM'S REPORT TO THE MEMBER DEVELOPMENT PANEL

7 April, 2016

NEW MEMBERS INDUCTION 2016

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

Portfolio: **Finance, IT and Customer**

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

Purpose of the Report

To agree to the amendments made to this years' New Members Induction programme and to make any amendments/additions.

Re**commendations**

(a) That the revised New Member's Induction programme 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 Induction Programme needs to be reviewed on an annual basis to ensure that relevant and useful information is passed on to new Members.

2. **Issues**

2.1 The requirement for Member Development is an ongoing process as legislation and situations are constantly changing.

2.2 A revised programme 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: New Members Induction Programme 2016.

10. **Earlier Cabinet/Committee Resolutions**

2 April, 2015

New Members' Induction Day One
Date 10 May 2016 – Council Chamber

THIS EVENT IS **MANDATORY FOR NEWLY ELECTED MEMBERS.
RE-ELECTED MEMBERS ARE STRONGLY ENCOURAGED TO ATTEND.

08.45	Coffee/Tea on Arrival. Distribution of handouts / forms for completion etc.
09.00	Welcome and Introduction (including responsibilities of the Chief Executive's Department) by the Chief Executive, John Sellgren
09.15	Introduction to Services by: Dave Adams – Executive Director, Operations (15 min) Neale Clifton – Executive Director, Regeneration and Development (15 min) Kelvin Turner – Executive Director, Resources and Support Services (15 min)
10.00	Guide to being a Councillor - Councillors' John Cooper & Trevor Hambleton • What is your role as a Councillor? • What things you have to do? • How will you spend your time as a Councillor? • What support is available to you? • What else do you need to know? • Communicating with officers
10.20	Council Leader and Deputy Leader. (The work of the Council – a perspective & the role of the Cabinet)
10.35	Break
10.45	The Importance of Data Protection AND Information Security Liz Dodd - Audit Manager.
11.15	An Introduction to the Case Management Policy for Members – Customer & ICT Business Manager– Rosie Bloor
11.30	'Rules of the Road' / Councillors and the Law/ Code of Conduct / Constitutional Matters – Liz Dodd – Audit Manager.
11.45	Dealing with the Media. Phil Jones – Head of Communications
12 noon	Health and Safety – Claire Dodd / Nesta Barker
12.15	Chief Inspector Clare Riley – Staffordshire Police
12.30	Close.

New Members' Induction Day Two
Date 17 May 2016 – Council Chamber

THIS EVENT IS **MANDATORY FOR NEWLY ELECTED MEMBERS.
RE-ELECTED MEMBERS ARE STRONGLY ENCOURAGED TO ATTEND

08.45	Coffee/Tea on Arrival.
9.00	Group Leaders to brief their new Members in an informal discussion. Cllrs: Huckfield, Reddish, Owen, Shenton Proctor, Naylon and Sweeney
9.30	A Guide to Planning and Housing – Guy Benson and Joanne Halliday
9.45	Civil Contingencies – Graham Williams
10.00	A Guide to Finance – Dave Roberts
10.15	Break
10.30	The Councillors' relationship with Partners. Mark Hewitt (Staffordshire County Council) } Represented by Naomi Chesters Denise Vittorino (Public Health) } Mark Walchester (Fire) – Represented by_____ Jackie Wheeler (VAST) Sinead Butters (Aspire) Robin Wiles and Trevor Smith
11.45	Safeguarding Children and Vulnerable Adults – Catherine Fox Anti Social behaviour
12 noon	Computers/Tablets and Information Technology David Elkington – ICT Operations and Development Manager
12.15	Modern.gov – Geoff Durham / Julia Cleary
12.30	An overview of Enforcement -Nesta Barker
12.45	Health Scrutiny – Councillor Colin Eastwood
1.00pm	Close. Any Members who have not had their photograph taken can have it taken at this point. A tour of the building can also be given for those who require it.

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NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

EXECUTIVE MANAGEMENT TEAM'S REPORT TO THE MEMBER DEVELOPMENT PANEL

7 April, 2016

STRATEGY FOR ELECTED MEMBER DEVELOPMENT AND MEMBER TRAINING

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

Portfolio: **Finance, IT and Customer**

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

Purpose of the Report

To agree to the amendments made to the Strategy for Elected Member Development and to make any amendments/additions.

Re**commendations**

(a) That the revised Strategy for Elected Member Development 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 needs to be reviewed on an annual basis to ensure that relevant and useful information is passed on to new Members and to ensure that.

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.

2.3 In particular Members are asked to consider the list of proposed training events listed on the final page of the Strategy. This year, Safeguarding has been added as a mandatory training event in view of its serious and important nature. Consideration should be given to other training events which could/should be made mandatory.

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. The overall annual budget for Member Training is £5000.

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**

8 January, 2015

NEWCASTLE · UNDER · LYME
BOROUGH COUNCIL

Member Training and Development Strategy

2016 - 2017

Adopted May, 2009
Last Amended March 2016

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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 newly elected Members will be issued with a tablet device and **will not** receive paper copies of agendas etc. Returning Members will be strongly encouraged to use a tablet with full training being given. Existing Members will also be strongly encouraged to use a tablet rather than receiving paper copies for the remainder of their term. By 2018, every elected Member will be using a tablet to carry out their role as a Councillor.

There are pigeon holes for all Members located in the Post Room. Members must visit the Civic Offices at least once a week to collect their mail.

All Members must aim to be IT literate as the biggest majority of enquiries from the electorate are now sent electronically. In addition, Members must check their emails on a daily basis. Members who are not IT literate are **expected** to take up the training opportunities offered to them with a view to using a tablet. 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.

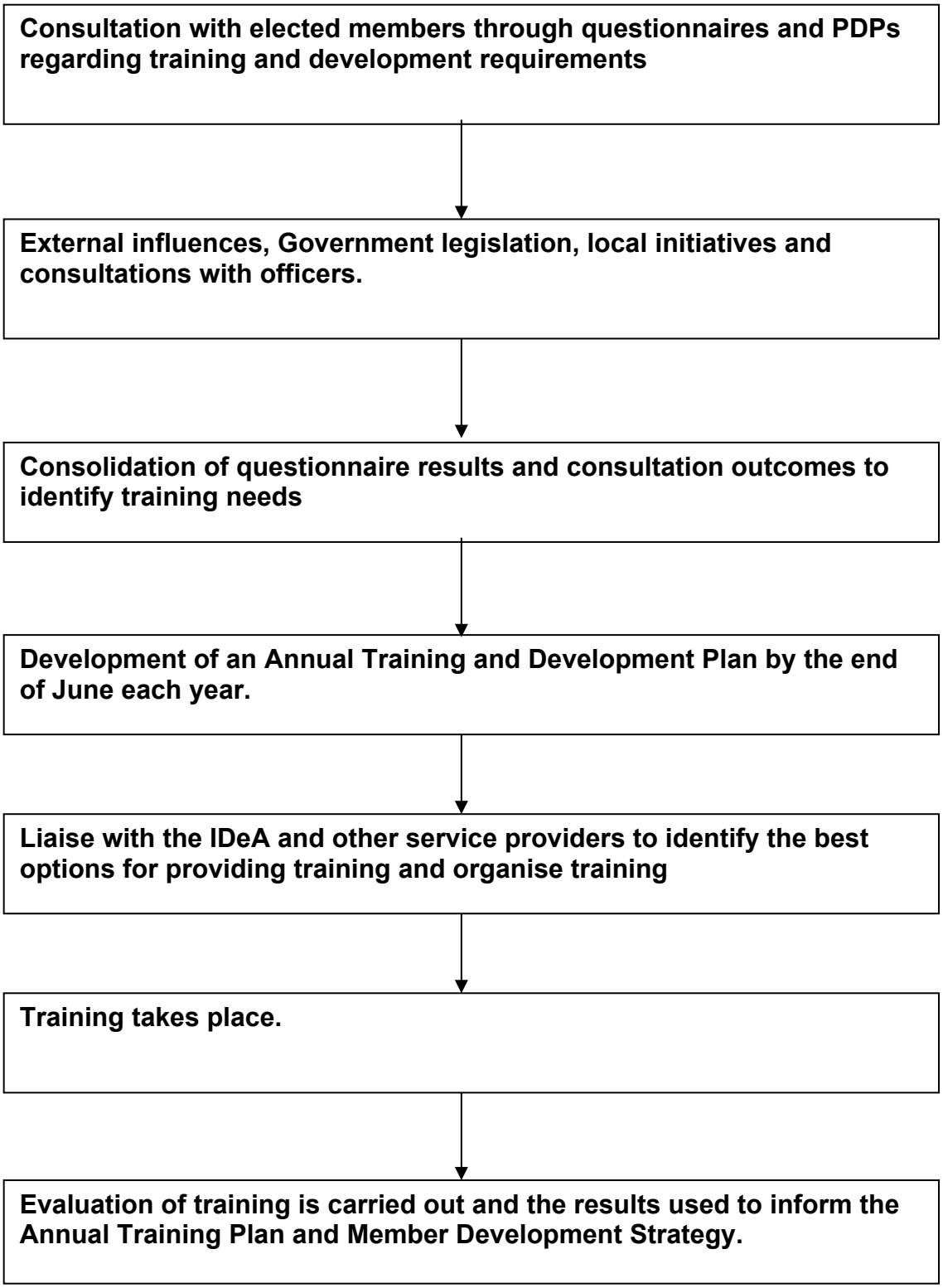
VI. . Prior to the first meeting of **all** committees, Members must attend a briefing session which will give an overview of what the Committee is about and its remit.

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.

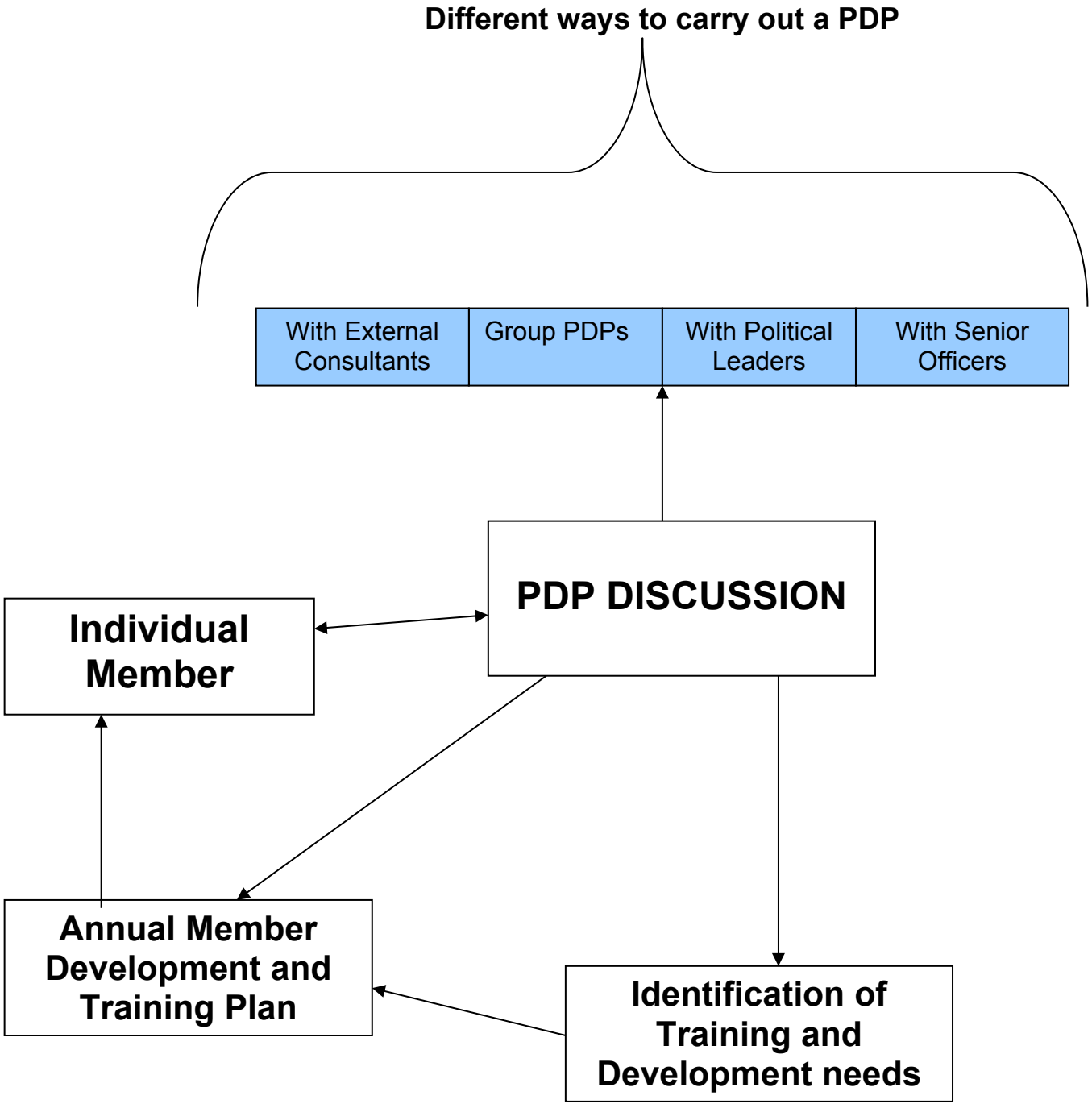
IX. All Elected Members are expected to undertake a minimum of 24 hours training per year. Individual records of training undertaken by Members are kept to evaluate which Members reach their training quota.

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 nd 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

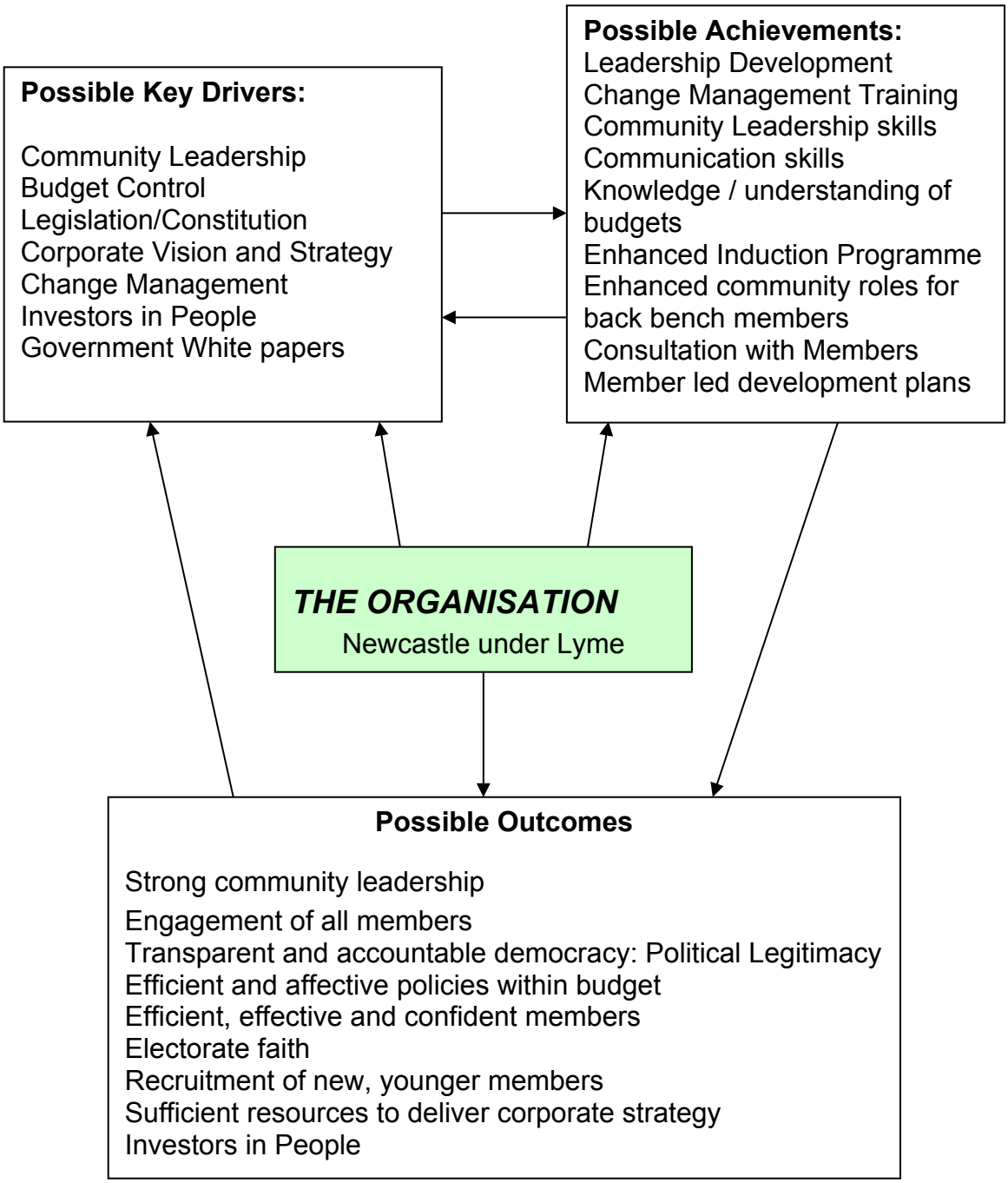
training undertaken will be continuously evaluated and the results used to modify and inform the Annual Training Plan.

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.

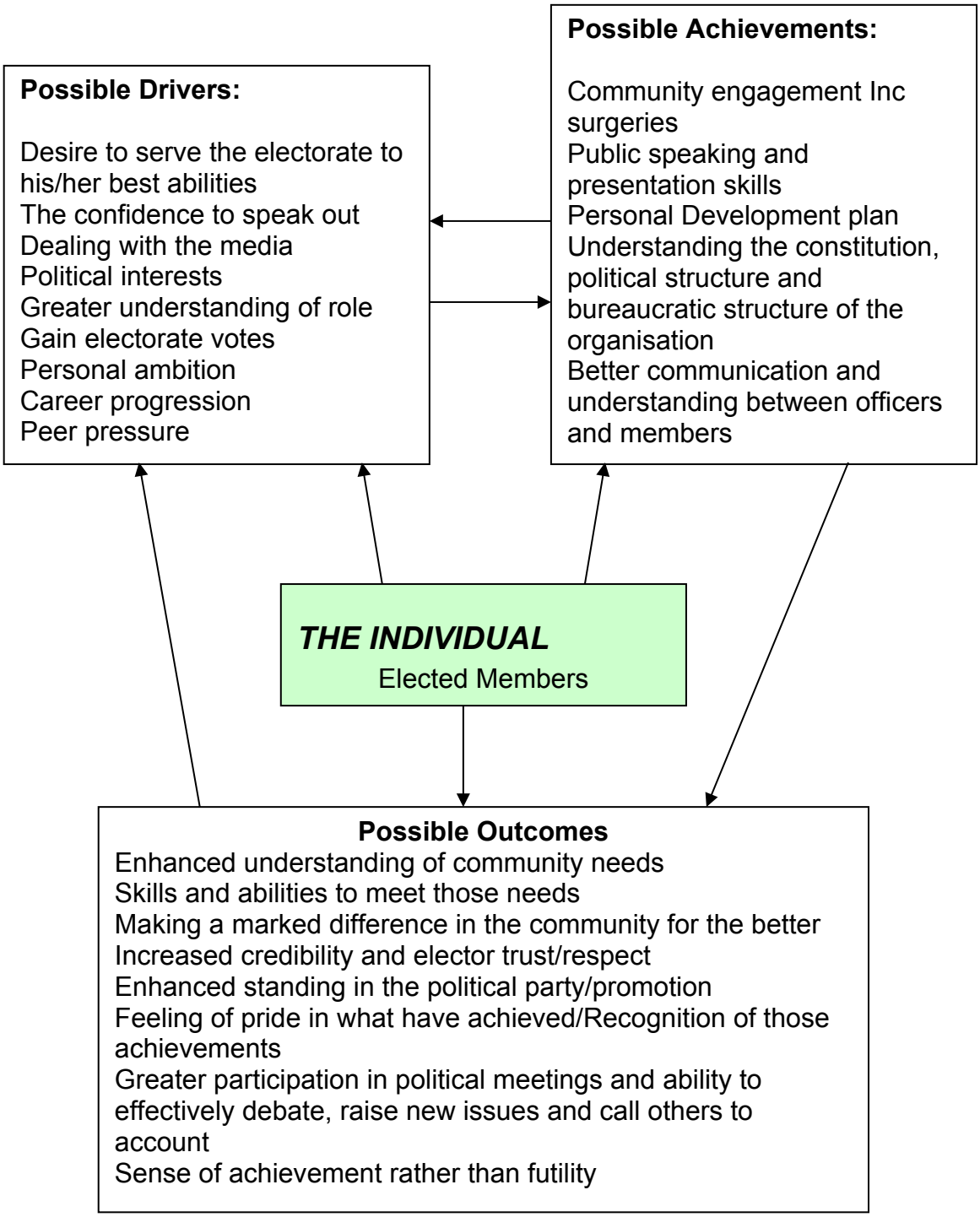
Member Development Strategic Model

Key Driver = The Organisation



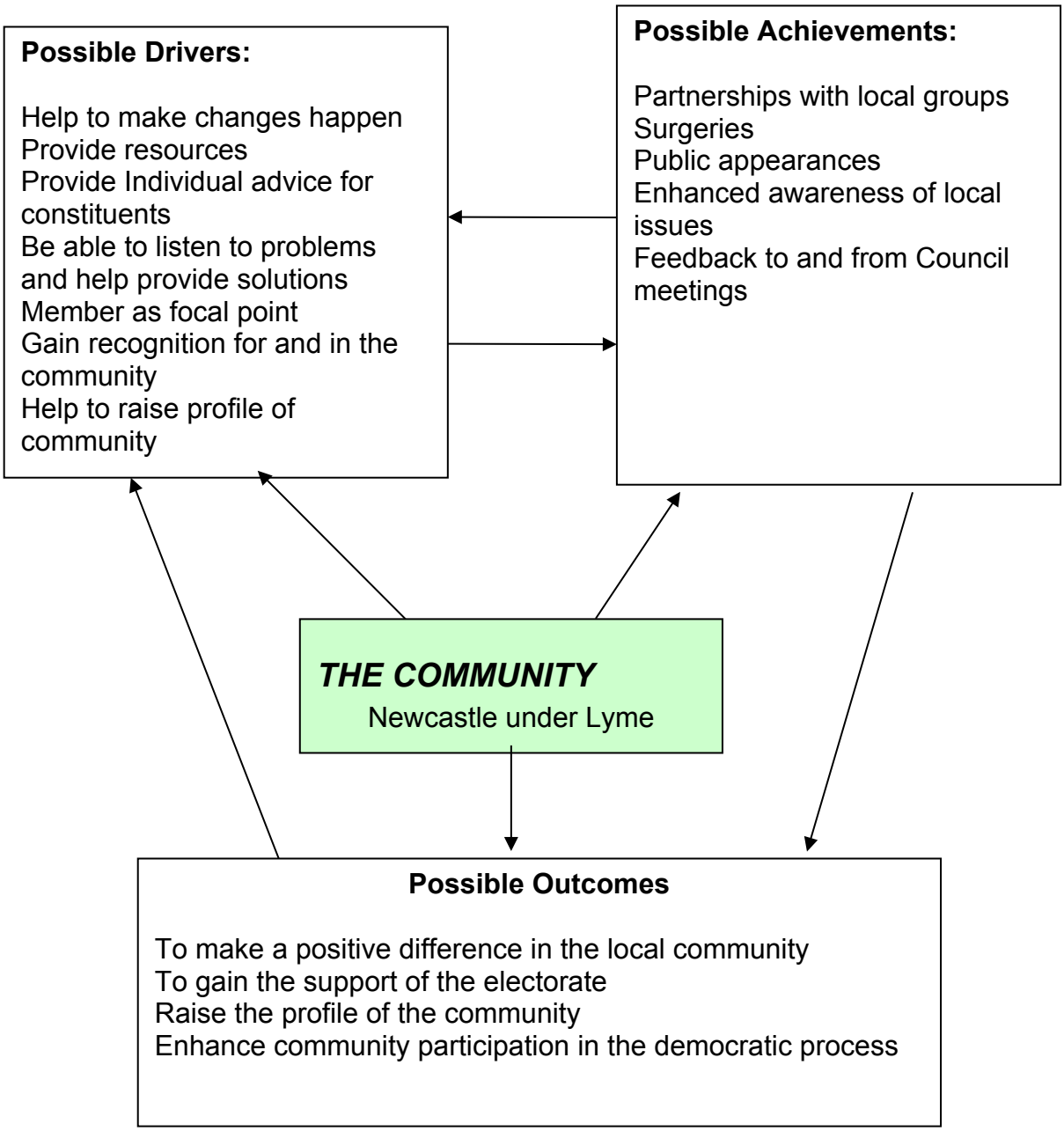
Member Development Strategic Model

Key Driver = The Individual



Member Development Strategic Model

Key Driver = The Community



Elected Member Training and Development Plan 2016/17

<table>
<tr><th>Month</th><th>Events</th><th>Training Event</th><th>Training Event</th></tr>
<tr><td>May</td><td>Newly Elected Members</td><td>New Members Induction packs</td><td>New Members Induction Day</td></tr>
<tr><td>June</td><td>New members will be given usernames etc. Introductory training for Members of quasi-judicial committees*.</td><td>PDP/ questionnaires sent/advised new Members website?

Introductory training prior to the first meeting of every committee*</td><td rowspan="3">Informative Sessions (all relevant Members):
• Licensing*
• Public Protection*
• Planning*
• Audit and Risk*
• IT*
• Tablet Training*
• Cabinet Member training
• Overview of Planning
• Introduction to Committees
• Data Protection
• Introduction to Modern.gov*
• Media Training
• Safeguarding*</td></tr>
<tr><td></td><td>Sourcing of training events</td><td></td></tr>
<tr><td>July</td><td>Analysis of feedback from all questionnaires by Member Development Panel.</td><td>Sessions by Executive Management Team giving a broad overview of their Service</td></tr>
<tr><td>August</td><td></td><td></td><td></td></tr>
<tr><td>September</td><td></td><td>2 training days to be arranged</td><td>Enforcement

Chairs Training</td></tr>
<tr><td>October</td><td></td><td>2 training days to be arranged</td><td>Finance

Difficult people/challenging situations</td></tr>
<tr><td>November</td><td></td><td>2 training days to be arranged</td><td>Effective Ward leadership

Preparing and delivering speeches</td></tr>
</table>

December		1 training day to be arranged	Speed reading
January		1 training day to be arranged	Localism
February	Info for prospective candidates	2 training days to be arranged	Open Event for prospective candidates Speaking with confidence To be chosen from PDP
March		2 training days to be arranged	Partnership Working To be chosen from PDP
April	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 1st Audit and Risk meeting
Training Session prior to 1st Planning meeting
Training Session prior to 1st Licensing Meeting
Training Session prior to 1st Public Protection meeting