

**Report to  
Audit and Governance Committee**

Date: **11 March 2013**

Report of: **Director of Regulatory and Democratic Services**

Subject: **DETERMINATION OF MEMBERS TRAINING AND  
DEVELOPMENT PROGRAMME FOR 2013/14 AND REVISED NEW  
MEMBER INDUCTION PACKAGE**

**SUMMARY**

The Audit and Governance Committee, is charged with monitoring the arrangements for members' training and development to ensure that the capacity of members to provide effective governance and community leadership continues to develop. This report proposes a framework for the programme of development in 2013/14 and a revised new member induction package.

**RECOMMENDATION**

The Committee is recommended to:

- (a) approve the framework for the 2013/14 programme as set out in Appendix B
- (b) approve the new member induction programme as set out in Appendix C

## **INTRODUCTION**

2. In 2003, the Council adopted a strategy for members' training and development which the Audit and Governance Committee monitors to ensure that the capacity to provide effective governance and community leadership continues to develop. This report invites the Committee to note the draft programme for 2013/14 based upon members' stated needs.
3. In addition, new member induction training has been revised and is presented for consideration.
4. From May 2012, a total of 13 training/briefing sessions have been run with an aggregate attendance of 193 - giving an average of 15 members at each session.

## **THE STRATEGY**

5. The Committee is reminded of the main provisions of the Council's training and development strategy which contributes to the Council's aims and objectives and underpins good practice.
6. The strategy aims to provide members with opportunities for developing a range of skills and a depth of knowledge which will equip them to fulfil their roles and provide effective community governance. It recognises that these skills and knowledge are developed through a variety of means, not just through formal training events. Thus, members' skills and knowledge may equally be developed through informal arrangements such as personal reading and research; newsletters and briefing reports; interaction with other members, officers and constituents, joint working with other authorities and with partners; shadowing, coaching and mentoring.
7. The strategy recognises that in the main, members' development can be managed by the individual members themselves. However, in order to establish a development framework, an annual programme of training events which reflects more precisely the needs of Fareham's Councillors would be established. Members are invited to complete a schedule of training needs to enable them to identify the skills or knowledge which needs to be developed. The development needs identified feed into the programme of training events to deliver key elements on general topics and a breadth of service related training. In addition, individual needs will be addressed wherever possible and a variety of development methods offered to suit the individual member.
8. It is also recognised that learning and development is effective in building capacity and addresses wider development matters to promote work-life balance for Members and citizenship.

## **THE 2013/14 DEVELOPMENT PROGRAMME**

9. To develop the Council's programme of development, members were recently invited to assess their training and development needs and to identify those areas in which they require further support from the Council. To assist members in considering their needs, a schedule of training needs was circulated to enable members to indicate whether they felt confident, required some training or required full training in the core areas of knowledge and skills required as a Councillor.
10. Just under half the councillors have responded. An analysis of the responses is attached as Appendix A to this report. It indicates interest in development across all

topic areas, especially for updates or refreshers on service operations. Interest in IT skills development remains high as is the interest in different aspects of financial management.

11. A framework for the programme for 2013/14 is attached at Appendix B for the Committee's consideration and approval. Further topics will be added to the programme throughout the year to accommodate new legislation or new service developments as appropriate.
12. The majority of knowledge-based training identified can be delivered in-house within existing budgets. Where externally led training does need to be provided, priority will be given to those topics which benefit from a number of members. Where the budget permits, lower priority items will also be delivered. Where external trainers are used, they are chosen for their knowledge of the subject, as well as experience in training delivery.
13. Members are informed of training opportunities available to them in the following ways:
  - Members Newsletter
  - Flyers
  - Email invites for specialist training such as licencing panel members
  - Links to partner organisations such as South East Employers and Local Government Improvement and Development.

### **NEW MEMBER TRAINING MODULES**

14. During the consultation, Members also raised issues regarding the form of training provided for new Councillors following their election to office. Currently, new Councillors attend a training session with the Head of Democratic Services to ensure they are aware of policies and procedures but there is no recognised system in place to provide on-going support or direction.
15. As a result, a comprehensive induction programme will be offered to all new members following their election to office. New members will be supplied with a briefing pack on election night summarising the functions of the council and role of Members. Initially they will be invited to an introduction session followed by a number of modules covering the Council's constitution, financial regulations, budget, code of conduct and role of members. A suggested timetable covering various aspects of work undertaken by councillors and daily organisation of the Council is attached as Appendix C for consideration and approval.

### **RISK MANAGEMENT**

16. The decision the committee is asked to make presents minimal risk but considerable opportunity. Failure to adopt a programme of training and development which is responsive to members' needs is likely to restrict the capacity of the Council to fulfil its responsibilities of community leadership and local governance. In contrast, the opportunities presented by developing members are considerable.

## **CONCLUSION**

17. Each member has been given the opportunity to identify their training needs by responding to the Training Needs survey. The responses received have shaped the framework for the proposed programme of development for the next municipal year. The committee is invited to:

- (a) approve the framework for the 2013/14 programme
- (b) approve the new member induction programme

Appendix A – Responses from training needs survey

Appendix B – Programme for 2013/14

Appendix C – New member training programme

### **Background Papers:**

*Individual assessments of training needs submitted by members (Note: these papers contain personal information and are therefore exempt from public inspection in accordance with Section 100D of the Local Government Act 1972)*

### **Reference Papers:**

### **Enquiries:**

For further information on this report please contact Elaine Wildig. (Ext 4587 )

**TRAINING NEEDS SURVEY RESULTS**  
**SCHEDULE OF TRAINING NEEDS**

**APPENDIX A**

<b>KNOWLEDGE / SKILLS AREA</b>	<b>Feel confident</b>	<b>Require some training</b>	<b>Require full training</b>
Advocacy skills	10	2	
Dealing with the media	9	2	1
Facilitating groups	10	2	
Public speaking and presentation	9	3	
Interpersonal skills	12		
Dealing with constituents' enquiries	11	1	
Role of the Councillor	11	1	
Lone working	10	2	
Managing casework	11	1	
Mentoring	7	3	1
Problem solving skills	11		
Equality / diversity awareness	9	2	
Data Protection	3	7	
Crime and disorder	5	7	
Freedom of Information	2	8	
Human Rights Act	3	7	
Social exclusion / community cohesion	3	7	
Risk Management	9	3	
Monitoring financial information	6	4	
Understanding the budgetary process	3	9	
Procurement	6	4	1
Funding and grants	5	7	
Achieving savings and efficiencies	6	5	
Basic IT knowledge	9	2	

<b>KNOWLEDGE / SKILLS AREA</b>	<b>Feel confident</b>	<b>Require some training</b>	<b>Require full training</b>
Creating spreadsheets	5	3	3
Using outlook and email	10	2	
Using the internet	12		
Blogs, twitter, facebook, creating web pages	2	4	3
Chairing skills	11		1
Code of Conduct	12		
Making contributions in meetings	11	1	
Scrutiny and challenge	9	3	
Understanding Committee procedures	10	2	
Understanding the Constitution and Standing Orders	8	4	
Portfolio areas and service operations	11	1	
Contributing to policy formation	10	2	
Understanding strategic development	9	3	
Effective reading skills	10	2	
Your role on appointment to outside bodies	11	1	
Developing positive relationships with officers	12		
Understanding the organisation – structures and services	10	2	
Understanding the roles of other members e.g. panels, scrutiny and executive	9	3	
Planning Process – development control and enforcement.	8	3	1
Planning policy	6	5	1
Licensing	8	3	1
Analysing and interpreting complex information	8	3	
Monitoring performance	9	3	

KNOWLEDGE / SKILLS AREA	Feel confident	Require some training	Require full training
Role of the Monitoring Officer and seeking advice	9	3	

***Other points raised:***

- Notes should be provided after training session for future use and filed on M Drive
- Training required on using and filing on the M Drive
- IT should be mandatory for Councillors
- Questions and motions to Council

FRAMEWORK FOR MEMBERS' DEVELOPMENT PROGRAMME 2013-14

KNOWLEDGE / SKILLS AREA	Comments
Democratic / constitutional matters	Ongoing updates and refreshers on corporate governance and ethical standards. Session on the constitution, democratic process, standing orders and questions to Council
Portfolio areas and service operations	Refresher training on work undertaken and updates on new developments
Licencing	Continuing skills training for committee members
Finance and budgets	Greater understanding of local government finance required. General awareness of budgets and financial management, including funding
Procurement	An update on current arrangements
IT skills	Use of M Drive, spread sheet improver courses and use of calendar. 1:1 sessions on use of applications as required and group courses
Planning Policy	On going updates on large projects and government policies
Role of monitoring Officer and seeking advice	Update on new developments and refresher courses
Public speaking, presentation and chairing meetings	Some demand for these areas
Facebook, twitter and creating web pages	Some demand for these areas. Introduction to social media.
Working with legislation	Briefings explaining how Data Protection, Human Rights, Freedom of Information and Social inclusion impact on decisions
Understanding new funding streams	Continuing skills training on obtaining grants and funding from other sources.
Dealing with constituents' enquiries	Update / refresher. Briefing on new roles of staff as required.

- Development of the Members' newsletter to include top tips for using IT software, FAQs in service operations and promoting good news items in addition to the usual forthcoming committee meetings and training available. Regular updates on service responsibilities and who to contact as changes occur
- Copies of presentations to be available on M Drive
- New member induction training sessions to be available to all Members as a refresher..

## NEW MEMBER INDUCTION TRAINING

Elected Thursday/Friday – letter to accept office given immediately with request for bank details, car registration and declaration of interests form

Mayor making / Annual Council meeting following Thursday- come in for photo for ID badge

Friday induction training

### Module 1 - Introduction

- 1.1. Establish how would like to be addressed for business cards
- 1.2. What is my role / LGA handbook
- 1.3. How does committee system work – establish whether papers received electronically or paper - Newsletter
- 1.4. On which committees do I sit and when are meetings held
- 1.5. Who are my main contacts and where do I find them
- 1.6. Claiming allowances
- 1.7. Declaration of interests
- 1.8. ICT provided
- 1.9. Group rooms

### Module 2 – what is the scope of my committee work

1. Set up meetings with relevant Director / Head of Service to give presentation of work undertaken, explain forward plan

### Module 3

1. Presentation by Monitoring Officer – roles and responsibilities
2. Committee Structure, scrutiny, motions to Council, petitions, code of conduct
3. Equality and Inclusion
4. Meet the Chief

### Module 4 - ICT

1. Visit from ICT to home address to explain usage policy and areas
2. Finding your way around the website and filing structure
3. Communication tools - Social media, media and personal web pages
4. Use of Freephone number

### Module 5 – 3 months later

1. How am I doing?
2. I don't understand.....
3. What further training do I need?