



## DEMOCRATIC SERVICES COMMITTEE - 28TH SEPTEMBER 2017

**SUBJECT: MEMBER TRAINING AND DEVELOPMENT PROGRAMME 2018-2020**

**REPORT BY: ACTING DIRECTOR OF CORPORATE SERVICES AND SECTION 151 OFFICER**

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### 1. PURPOSE OF REPORT

- 1.1 To report the outcomes of the Members Training Needs Analysis (TNA) and propose a prioritised programme of training and development.

### 2. SUMMARY

- 2.1 Caerphilly County Borough Council has held the Wales Charter for Member Support and Development since 2007. In order to maintain the Charter and in line with the Local Government (Wales) Measure 2011, the authority is required to periodically undertake a training needs analysis and develop a forward programme of training and development.

### 3. LINKS TO STRATEGY

- 3.1 The Council's Member Training and Development Programme is the key initiative in discharging the Council's responsibility and commitment to maintain the Wales Charter for Member Development and carrying out its statutory duty under the Local Government (Wales) Measure 2011 requirements. Most importantly, it supports Members to carry out their roles effectively.
- 3.2 The Members Training and Development Programme contributes to all of the seven Well-being Goals within the Well-being of Future Generations Act (Wales) 2015 as it seeks to support and develop the Councillor role. A role where they will be called upon to make recommendations and decisions that will impact on future generations.
- *A prosperous Wales*
  - *A resilient Wales*
  - *A healthier Wales*
  - *A more equal Wales*
  - *A Wales of cohesive communities*
  - *A Wales of vibrant culture and thriving Welsh language*
  - *A globally responsible Wales*

### 4. THE REPORT

#### **The Training Needs Analysis**

- 4.1 As part of the Charter, a Training Needs Analysis (TNA) was developed and distributed to all Councillors, Members of the Standards Committee and Co-opted Members in July 2017. For

the first time this questionnaire also included a skills audit section which was designed to give Members an opportunity to identify any key skills or competencies that they already possess or any specific areas they would like to develop. This skills baseline will allow Democratic Services to improve Member support and enable us to appropriately highlight development opportunities as they come forward, a copy of these documents is attached in Appendix 1 of the report. These opportunities might not necessarily stem from the development programme but also from key partner organisations e.g. the Welsh Local Government Association (WLGA) or the Institute of Licensing (IoL). The outcome of this exercise is detailed within this report and will determine the priorities for future Member development activities over the next 2 years.

- 4.2 In total 88 forms were distributed (73 to Councillors, 6 Members of the Standards Committee and the 7 Co-opted Scrutiny Committee Members) both electronically and in hard copy.
- 4.3 45 (51%) were returned in total of those 42 (57%) were completed and returned by Councillors; of the 23 newly elected Councillors 15 (65%) returned responses.
- 4.4 An overview of responses to the Training Needs Analysis can be found at Appendix 2 and Appendix 3 outlines the Members preference in terms of venues, training and meeting times. A proposed programme of training courses based on these responses is included in Appendix 4.
- 4.5 It is proposed that the training sessions are held at 5.00pm, as the majority of Members indicated this to be the preferred time. That said, if there is demand for a particular course to be held at another time, alternative arrangements will be made. It is suggested that the training sessions will be delivered by a mix of Officers (for council specific knowledge e.g. Performance and Improvement) and external facilitators (for the more generic or specialist skills based issues e.g. Advanced Media Skills or Communication, Influencing and Negotiation Skills). The majority of Members also indicated the Council Chamber or Penallta Meeting Rooms as their preferred training venues (73%) with only 13% indicating external facilities and 10% identifying e-learning or distance learning options as a preference.

The duration of most of the training on offer will be approximately 2 hours although if we are able to procure the Advanced Media Skills Training it will require a full day session to allow time for the on camera element of the training.

The e-learning modules illustrated within the draft programme (Appendix 4) reflect the training topics where requesting numbers within the training needs analysis were too low to make a tutor led module cost effective but there was enough interest for the online provision to be highlighted. In setting the draft programmes a 30% or above response rate was designated as the threshold for moving the module on to the procurement stage. This was based on a minimum attendance of 12 Members per course which gives best value in terms of cost per head.

The on-line courses will be individually signposted to those who expressed an interest in the subject and Members will shortly be issued with log-on and password facilities which will allow them access to the full range of training courses and materials. New modules are being added all the time and these will be highlighted to Members as they become available via the Members Portal.

- 4.6 The suggested programme will be procured over the next three months and a final training programme, including dates, times, facilitators and costings will be presented in a further report to the Democratic Services Committee in January 2018 prior to its consideration at Full Council. Should some of the provisionally suggested subject areas prove to be cost prohibitive then alternative options will be looked at and offered within the final programme.
- 4.7 Members Seminars are not included in the programme but will continue to be organised as and when necessary. The Members Development Annual, Recommended and Mandatory Training programme will also run separately to the TNA requested programme.

- 4.8 As well as their preferences in relation to meeting times and venues, Members were also asked to provide feedback on the Induction Programme and Marketplace Event. 96% felt that the Market Place Event was either useful or very useful and 63% felt that the Induction Programme was set at about the right level, 33% felt it to be intensive but agreed that all of its aspects were relevant. However 4% (1 responder) felt that it was too intensive and not all the aspects were relevant. This information will be retained and used as a baseline when planning the next induction training programme.
- 4.9 Members were also asked for any reasons that could prevent them from taking part in the training programme and several noted work (9 responders) and caring commitments (4 responders) as a barrier.
- 4.10 Question 16 invited Members to identify any other subjects that they would like to include in their support and development and the following subjects were noted: -
- Constitution and Rules of Procedure
  - Microsoft Word, Excel and PowerPoint
  - Web Navigation and Using the Website
  - Finance and Budgeting
  - Mod.Gov App
  - Diary and Time Management

As the interest in the above subjects was expressed by several Members and that these session could be Officer led, depending on the outcome of the procurement process it may be possible to include these topics in the final programme or amalgamate elements within the other courses e.g. Diary and Time Management skills would blend well with Ward Work and Surgeries and could be procured so that all the elements were present within that single training session. Constitution and Rules of Procedure, Web Navigation and the Mod Gov App could be offered as an 'All Member' training opportunity independently of the training programme. The exception to this would be the Microsoft IT Training which would be the responsibility of Members IT Services. Alyson Jones IT Manager has been informed of the outcome of the TNA. Finance and Budgeting has already been offered as part of the Induction Programme and Members will receive regular seminars on the MTFP and Treasury Management etc. Should feedback from any of the seminars show a need for additional support, further training can be revisited at this time..

- 4.11 Members were also invited to make comments on the various aspects of the training programme and responses received included: -

"Although I am newly elected I have a lot of management experience to bring to the table... CCBC needs to be mindful of the quality it has in the Chamber and set its training needs accordingly."

"I would like to have more understanding of the Councils' Constitution and the Councils' Regional Role."

"More engagement of backbench Councillors with their relevant experience, ability and skills lots of ability not tapped into..."

"Not to feel excluded if not in the ruling group. More Chairs/Vice Chairs of Scrutiny from opposition groups, more partnership working..."

"We need to keep up to date with legislation changes and how they affect the different departments of the Council..."

"It is hard to arrange time out of my day employment at short notice for training or a meeting. If schedules can be made available in advance I may be able to arrange a shift change or time off added to the work rota."

## **Skills Audit**

- 4.12 For the first time a Councillor Skills Audit was incorporated into the TNA, as a baseline record of the types of skills and abilities Members possess that do not necessarily stem from their Councillor role. The audit will enable us to offer more personalised future training opportunities and recommendations that will be invaluable for the aspirational development of the individual Councillor.

For example a newly elected Councillor may have through work experience extensive chairing skills in corporate environment, but have little or no experience of local government. Having identified those within the audit, we can offer them training that will allow them to build existing knowledge but from a local authority perspective and by encouraging development in this area increase their confidence and so nurture future committee chairs.

The audit will also assist in the continuous personal development of Members as we move towards different ways of working by identifying areas where they could benefit from refreshing or adding to their existing skills base.

For example a Member may have highlighted in their audit that they have an extensive knowledge/experience of engaging with the community but also identified their technology skills as an area of improvement. Using this information we can signpost them to appropriate training resources as they become available, perhaps enhancing their social media skills using Facebook, Twitter etc as an additional method of constituency engagement and management.

## **5. WELL-BEING OF FUTURE GENERATIONS**

- 5.1 The Member Development Training Programme contributes to the Well-being Goals as set out in Links to Strategy above. It is consistent with the five ways of working as defined within the sustainable development principle in the Act in that by providing a wide ranging and diverse training programme it better prepares Councillors for their role as decision makers and scrutineers. A role that requires them to make decisions and recommendations that will impact the long and short term needs of Caerphilly County Borough residents; enable them to confidently scrutinise, challenge and hold to account, better assess appropriate interventions and provide them with the skills required to work collaboratively and nurture their understanding of the importance of community involvement.

## **6. EQUALITIES IMPLICATIONS**

- 6.1 An EqlA is not needed because the issues covered have previously been considered by the Council

## **7. FINANCIAL IMPLICATIONS**

- 7.1 The Member Development Programme will be funded from the 2017/18, 2018/19 and 2019/20 Member Development Budget.

## **8. PERSONNEL IMPLICATIONS**

- 8.1 There are no specific personnel implications arising as a result of this report.

## **9. CONSULTATIONS**

- 9.1 There are no consultation responses, which have not been incorporated into the report.

## **10. RECOMMENDATIONS**

- 10.1 Members are asked to note the contents of the report and offer their views on the outcome of the Training Needs Analysis

## **11. REASONS FOR THE RECOMMENDATIONS**

- 11.1 To support Members in their Councillor role.

## **12. STATUTORY POWER**

- 12.1 The Local Government Act 2000.
- 12.2 Local Government (Wales) Measure 2011.

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Appendices:  
Appendix 1 Training Needs Analysis Questionnaire and Skills Audit  
Appendix 2 Training Needs Analysis Responses  
Appendix 3 Analysis of Venues and Timings  
Appendix 4 Draft Training Programme