

MEMBERS' TRAINING AND DEVELOPMENT PANEL

**Venue: Town Hall, Moorgate
Street, Rotherham. S60
2TH**

Date: Monday, 17 December 2012

Time: 11.00 a.m.

A G E N D A

1. Apologies for Absence.
2. Minutes of the Previous Meeting held on 10th September, 2012 (herewith) (Pages 1 - 4)
3. Local Government Information Unit (LGiU) Subscription (report herewith) (Pages 5 - 7)
4. Member Development Programme (report herewith) (Pages 8 - 11)
5. Members' Skills Profile, Learning Resource Guide and Learning and Development Intranet Site (report herewith) (Pages 12 - 24)
6. Training and Support Principles (report herewith) (Pages 25 - 27)
7. Date and Time of Next Meeting - Monday, 11th March, 2013 at 11.00 a.m.

**MEMBERS' TRAINING AND DEVELOPMENT PANEL
MONDAY, 10TH SEPTEMBER, 2012**

Present:- Councillor Akhtar (in the Chair); Councillors Buckley, Steele and Wootton.

Apologies for Absence were received from Councillors Falvey, Gosling and Havenhand.

6. MINUTES OF THE PREVIOUS MEETING HELD ON 21ST JUNE, 2012

The minutes of the previous meeting held on 21st June, 2012, were agreed as a correct record.

With regards to Minute No. 3 (Political Skills Framework) a working group had been set to look at the themes in the Framework and was due to meeting on Tuesday, 25th September, 2012. The working group would report back to this Panel in December, 2012 with a view to setting up an initial pilot model.

7. RECYCLING GROUP REPRESENTATIVE

Consideration was given to the Members' Training and Development Panel's representative on the Recycling Group and the request for a further nomination.

Resolved:- That the Councillor Steele be nominated to represent this Panel on the Recycling Group.

8. MEMBER DEVELOPMENT ACTIVITIES - AUTUMN PROGRAMME 2012

Consideration was given to the report presented by Caroline Webb, Senior Scrutiny Adviser, which detailed the current and planned programme (2012/13).

Further information was provided on the Elected Member Development Programme which recognised the different roles of Members and the needs with changes at a national, regional, sub regional and local level.

Members have previously agreed that programmes be based on local priorities as identified in the Council's Corporate Plan and individual skills needs identified in the personal development planning process. This programme would incorporate a blended approach to Member Development, using a variety of methods of delivery, including bespoke training, e-learning and use of the Member Seminar Programme. This would suit the needs of different learners, as well as make learning more accessible to Members.

A generic programme was being developed based on issues emerging from personal development planning process and matters arising from the induction programme and included:-

- Media awareness and skills.
- Questioning skills for scrutiny.
- Localism Act 2012.

- Public Sector Equality Duty.
- New Standards Regime.
- Emergency Planning.
- Introduction to Local Government Finance.
- Understanding Council priorities.
- Health and well-being agenda.
- Deprivation: the Rotherham picture.

Dates were being finalised for these sessions and would be circulated shortly. Additional bulletins on courses or training would be circulated to Members as development opportunities arose.

In addition to the above a presentation on the Disadvantaged Areas and Families for Change agendas was presented to the Improving Lives Select Commission who requested that the training and support requirements of Members (both executive and non-executive) relating to these initiatives be referred to the Members' Development and Training Panel for further consideration.

Discussion ensued on the e-learning packages available and it was confirmed that some of the above issues and matters arising from the personal development plan process would be included.

Clarification was also sought on the request from the Improving Lives Select Commission relating to training and support requirements for the Disadvantaged Areas and Families for Change agendas and it was noted that each of the areas had an Executive Member lead and that information was shared with Ward Colleagues. It was suggested that further information be sought on the actual training requirements and the options explored further.

Agreed:- (1) That the report be received and the contents noted.

(2) That a further report be submitted to the Panel on the training and support requirements for Members in relation to the Disadvantaged Areas and Families for Change initiatives once the requirements had been clarified.

9. EVALUATION NEW MEMBER INDUCTION 2012

Consideration was given to a report presented by Caroline Webb, Senior Scrutiny Adviser, which provided details of the evaluation of the induction programme for Members elected in May, 2012.

A comprehensive induction programme for newly Elected Members was delivered following May's local election. The aim of the induction programme was to help new Members familiarise themselves with the Local Authority and their new role.

Following the election there were eleven new Members to the Council. This is the greatest number of new Councillors in recent years. Although this presented a very practical challenge to the organisation and delivery of induction and support, particularly in the context of recent staff changes, the feedback had been overwhelmingly positive.

Officers from each directorate were involved in the planning and delivery of individual sessions. The programme was designed and co-ordinated by the Senior Scrutiny Adviser, with assistance from Member's' Secretariat and was delivered in-house.

In order to improve the process for future years, an evaluation was sent to each of the newly elected members and from the eleven there were eight of the new Members responded (72% response).

The evaluation sought a variety of views and these comments would be used alongside the broad issues raised in personal development interviews, corporate priorities and other policy changes to inform the Member Development programme.

Discussion ensued on the responses received and it was suggested that those Members that had not responded be targeted through the personal development plan process for their views. The feedback received, however, was very useful and would be used to tailor future training to specific needs.

Agreed:- That the report be received and the contents noted.

10. PROPOSALS FOR MEDIA SKILLS AND AWARENESS TRAINING

Consideration was given to a report presented by Caroline Webb, Senior Scrutiny Adviser, and Steve Pearson, Manager – Communications and Media, which set out proposals for media skills and awareness training as part of a wider Member Development Programme.

Many Members during their personal development plan interviews have expressed a want to undertake media training. Since the last organised training in 2007, several key factors have changed.

Given that Councils have to deal with increasingly difficult decisions about resource allocation and service priorities, it was likely that the media would only continue to seek interviews to understand how these decisions were made. It was important, therefore, that Members be aware of Council protocols and be confident with techniques for communicating with the public and dealing with the media.

It was also important for the Local Authority to take every opportunity to publicise where, despite the current economic climate, excellent services were still being delivered and to demonstrate where good practice, success and positive outcomes continued to be achieved for local communities.

To support this, it was proposed that a three tiered approach be undertaken:-

Tier One - Generic awareness raising session aimed at all Members (particularly newly Elected Members) outlining how to handle press enquiries, Council protocols and some basic – do's and don'ts of social media.

Tier Two - Focus more on radio interviews or media contacts that were not held face to face. It was aimed at Councillors who have occasional contact with the media (such as Scrutiny Chairs or Area Assembly Chairs) with practice being in an interviewee presenting Council topics or news items (for example a

scrutiny review or community event]. You will learn what the media want from you and the types of story surrounding their 'agenda'.

Tier Three - A range of relevant interview practice scenarios in a workshop based on real "live" issues. Course content should cover how to approach local press, radio and TV interview opportunities with confidence; simple preparation formulae and key communication and personal presentation skills. Practice elements to include live interview examples, group discussion, working in pairs and individual role-play exercises. This was aimed at Senior Members whose role may demand regular contact with the media or were delivering key messages about resource allocation or services.

Tiers One and Two could be delivered in-house at a minimal cost, with repeat sessions if required. However, the advice from the Communications and Media Team was that Tier Three was best delivered by an external provider (based on previous experiences) to provide access to specialist equipment and to simulate the media environment of being interviewed by "non-officers". Quotes were, therefore, being sought for this workshop.

The Panel were in favour of media training for Tiers One and Two. However, in terms of Tier Three it was suggested that this not only include Members of the Executive, but also be extended to Select Commission Chairs and the Chairs of the Licensing and Planning Boards. The training that could be provided should be explored further and the cost met through the Member Development Budget.

Agreed:- (1) That the report be received and the contents noted.

(2) That the proposals for Tiers One and Two be supported.

(3) That the proposals for media skills and awareness training for Tier Three be explored further and that this be offered to Members of the Executive, Select Commission Chairs and the Chairs of the Licensing and Planning Boards.

11. DATE AND TIME OF NEXT MEETING

Agreed:- That a further meeting be held on Monday, 17th December, 2012 at 11.00 a.m. in the Town Hall.

ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS
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1.	Meeting:	Member Development and Training Panel
2.	Date:	17 December 2012
3.	Title:	Local Government Information Unit (LGiU) subscription
4.	Directorate:	Resources

5. Summary

The report requests a contribution from the member development panel budget to the annual LGiU membership costs for 2013. .

6. Recommendations

That Members are asked to:

- a. **Agree a contribution of up to £5,000 to the annual LGiU membership costs for 2013, the maximum total cost of which will be £11,350**
- b. **Request a full evaluation of the benefits of membership, which will be carried out in 2013 and be used to inform a longer term decision on membership**

7. Proposals and Details

7.1 As part of the range of budget savings being implemented across the council, consideration has been given to cancelling LGiU membership, which cost £19,600 for the 2012 calendar year and was met from the Commissioning, Policy and Performance budget.

The LGiU, which currently has 128 local authority members, provides policy briefings and support, as well as access to a range of training programmes and events. The service has been particularly valuable in recent times, with a raft of national policy initiatives being launched and in-house capacity reducing as a result of staffing reviews.

7.2 Given the severe budget pressures and relatively high cost of membership, discussions have been held with the LGiU about more affordable options. It has been established that downgrading from “standard plus” to “standard” membership would reduce the cost to £11,350 for 2013. This would include:

- Briefings alerts (approx 200 new briefings per year)
- Briefings bank online (access to approx 1500 past briefings)
- Councillor magazine (bi-monthly to all members) and invites to Councillor Awards
- Training discounts (at LGiU or on-site)
- Policy reports

An additional discount of up to 10% may be available, possibly linked to payment by direct debit – we are awaiting confirmation from LGiU following their board meeting on 11th December. This will be reported to the meeting.

7.3 If the member development budget can make a contribution of up to £5,000; the Policy and Partnerships Team in the Resources Directorate; and Strategy, Standards and Development Service in C&YPS will make additional contributions to meet the reduced annual cost.

There are currently over 45 Elected Members on the briefings email list, which we will promote and update if membership is maintained.

Though the briefings service in particular is felt to be well used by officers and a growing number of Members, this is largely based on anecdotal evidence. If membership continues, it is recommended that a full evaluation is carried out next year to determine the overall benefits and inform a decision on continued membership beyond 2013.

7.4 It is also worth noting that discussions are underway between a local authority and the LGiU to provide member development sessions in the South Yorkshire region at low or no cost to subscribing organisations.

If events were hosted sub-regionally, these could supplement in-house provision and be built into future Member Development Programmes. Such events will provide a wider perspective on regional and national developments to enhance Members’ understanding of a rapidly changing policy field.

Rotherham Members and officers have attended LGiU events in previous years (usually in London) and feedback from these has been - on the whole - very positive, with the outcomes from many of the sessions being used to inform policy developments (e.g. the Council's approach to Councillor Call for Action).

8. Finance

The annual cost of LGiU membership would be reduced from £19,600 to £11,350 for 2013, with a potential additional discount of up to 10% (to be confirmed).

It is recognised that this is still a significant amount in the context of ongoing budget pressures and an evaluation of the service provided should be carried out to inform a decision on longer term membership.

If approved, this expenditure can be met from the existing Member Development budget.

9. Risks and Uncertainties

The evaluation should look at the full range of policy support available, including in-house capacity, which is largely concentrated in Resources Directorate's Commissioning, Policy and Performance Department and has been reduced significantly in the last two years.

Local government has faced unprecedented change in recent years. It is important to ensure that Members and senior officers are sufficiently well informed to enable them to respond effectively to the plethora of Government policy initiatives and understand the implications of these changes and their impact on the Council and wider borough.

10. Policy and Performance Agenda Implication,

A thorough understanding of the national policy context is crucial for effective local policy development and implementation.

11. Background Papers and Consultation

[LGiU website](#)

Consultation will be carried out with relevant members and officers as part of the recommended evaluation.

Contact:

Michael Holmes, Policy and Partnerships Officer, tel. (2)54417,
michael.holmes@rotherham.gov.uk

ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS

1. Meeting:	MEMBER DEVELOPMENT & TRAINING PANEL
2. Date:	17th December 2012
3. Title:	Member Development Programme- Update (Spring 2013)
4. Directorate:	Resources

5. Summary

This report asks Members to comment on the planned programme (until April 2013).

6. Recommendations

That members:

- a. Note the report and its content**
- b. Approve the proposed development opportunities outlined in paragraphs 7.5 and 7.6**
- c. Determine any other sessions to be included in the programme.**

7. Proposals and Details

- 7.1 The Elected Member Development Programme recognises the different roles of Members and the needs that arise with changes at a national, regional, sub regional and local level.

Members have previously agreed that programmes will be based on local priorities as identified in the Council's corporate plan and Members individual skills needs identified in the personal development planning process. The programme will incorporate a blended approach to Member Development, using a variety of methods of delivery, including bespoke training, e-learning and use of the Member Seminar Programme. This will suit the needs of different learners, as well as make learning more accessible to Members.

- 7.2 Additional bulletins on courses or training have been circulated to members as development opportunities have arisen. This includes events supported by the Regional Member Development Network, either on a Yorkshire-wide or sub-regional basis arise (for example Community Leadership and use of Social Media) as well as offers of places on courses organised by other authorities or bodies. These courses provide a value for money option as travel and joining costs are kept to a minimum.

- 7.3 As with previous years, every effort is made to support members in their leadership roles by meeting their specific training needs (for example Leadership Academy or bespoke programmes). As greater expense is usually attached to these courses, requests will be brought to this Panel for approval, in order that a decision can be made based on the availability of resources and existing member development priorities (or in the interim, to the Chair for his decision).

There is a separate report on the agenda setting out criteria for approval for training and support.

7.4 Generic Member Development Programme

A generic programme has been developed based on issues emerging from PDPs matters arising from the induction programme and current important topics. These include:

- Questioning skills for scrutiny
- Localism Act 2012
- Public Sector Equality Duty
- New Standards Regime
- Media awareness and skills
- Deprivation: the Rotherham picture
- Countering Child Sexual Exploitation

Training sessions have been delivered on the above topics in the period September to December 2012.

Evaluation sheets have been circulated after each session. When completed, feedback has been, on the whole, positive. Suggestions for additional development or changes have been used to inform future programmes.

7.5 It is proposed that an outline programme will be based on the issues outlined below. The sessions will be scheduled to take place during the period January to April 2013

- Members role in Emergency Planning
- Introduction to Local Government Finance
- Understanding Council priorities
- Health and well-being agenda
- Media awareness and skills
- Countering Child Sexual Exploitation (additional sessions)
- Welfare Reform – dealing effectively with Casework

Members comments are sought on the proposed programme. If approved, details will be circulated early in the New Year.

7.6 **ICT support and e-learning**

In addition to the organised programme, Members have access to one-to-one ICT support via Jean Tracey in Human Resources. A number of Members have received training on email, e-casework and navigating intranet/internet.

There is a separate report on the agenda on Members Skills Profile, Learning Resource Guide and Learning and Development intranet site. The resource guide has a range of e-learning packages that can be accessed by Members to complement planned sessions or support their own learning. Seminar sessions and one-to-one will raise awareness of this resource.

Since the last report to MDTP, the Deputy Leader has approved the adoption of a 'Bring Your Own Device' (BYOD) Policy for the Council, which was an initiative which enabled Council Members and employees to access their Council email, contacts, Intranet and calendar from a non-Council owned smartphone or tablet. Approval has also been given for a trial of Council issued tablet computers as a potential alternative to Council issued laptops in order to test their suitability as laptop replacements and to judge their effectiveness in reducing our reliance on paper agenda packs.

In order to maximise the effective usage of tablets, it is proposed that each Member on the trial is contacted to discuss their individual learning needs, with bespoke one-to-one or group support provided as necessary.

8. **Finance**

All activity is funded through the Member Development and Training Budget. The majority of development sessions are offered in-house, however if specialist skills or equipment are required, an external provider may be sought. The budget is monitored regularly and depending on the level of demand or emerging needs, a further reprioritisation of resources by MTDP may need to take place

9. Risks and Uncertainties

The Member Development Strategy aims to train and equip Rotherham MBC Members to take on the duties of the modern local councillor. Failure to put a comprehensive programme in place may limit the opportunity for councillors to develop their abilities and skills, which will in the long term, impact negatively on the effectiveness of the Council as a whole.

10. Policy and Performance Agenda Implications

Local government has faced unprecedented change in recent years. The member development programme should assist Members to understand the implications of these changes and their impact on the Council and wider borough.

11. Background Papers and Consultation

Member Development Strategy (2011)
Personal Development Interviews
Regional member development programmes
Evaluation of Induction Programme (10 Sept 2012)

Contact:

Chris Majer, Scrutiny Officer (01709) 822738: chris.majer@rotherham.gov.uk

Caroline Webb, Senior Scrutiny Adviser (01709) 822765:
caroline.webb@rotherham.gov.uk

Skill/Competency Ratings 1.= Excellent, 2.= Good, 3.= Average 4.= Area for Development	Rating 1-4
Local Leadership	
<p>How do I see myself as a ward member? Councillors engage with members of their community in order to learn about areas of concern for the local area and help to build a vision for the locality. This involves encouraging trust and respect between individuals and groups, mediating fairly and constructively between different organisations and community sectors.</p>	
<ul style="list-style-type: none"> Do I engage with different sections of the community to gain opinions? 	
<ul style="list-style-type: none"> How have I looked for new ways of representing people? 	
<ul style="list-style-type: none"> How up to date am I on local issues? 	
<ul style="list-style-type: none"> Would others see me as approachable? 	
<ul style="list-style-type: none"> Do I deal with case work effectively? 	
<ul style="list-style-type: none"> Do I work and communicate effectively with my ward colleagues? 	
<ul style="list-style-type: none"> How do I mediate between people or groups with different or conflicting needs? 	
<ul style="list-style-type: none"> I am aware of my personal safety and the safety of others (casework, surgeries etc) 	
Partnership Working	
<p>How do I see myself at partnership working? Councillors build good relationships with others by identifying and working collaboratively to achieve shared goals. Recognising and valuing different contributions, delegate or provide support as required and take a long term view in developing partnerships.</p>	
<ul style="list-style-type: none"> What networks and partnerships have I developed? 	
<ul style="list-style-type: none"> How do I support and empower others to build partnerships? 	
<ul style="list-style-type: none"> Do I value and include people from different backgrounds? 	
<ul style="list-style-type: none"> Do I stay calm and focussed under pressure? 	
<ul style="list-style-type: none"> How do I resolve conflict or deadlock? 	
<ul style="list-style-type: none"> Do I have good relationships with colleagues, officers and community groups? 	
<ul style="list-style-type: none"> Do I treat others with respect? 	
Communication Skills	
<p>How do I communicate with others? Councillors demonstrate excellent communication skills across many different settings, including the ability to listen sensitively and use appropriate language. Communicating regularly and effectively with all parts of the community</p>	
<ul style="list-style-type: none"> How well do I listen to different groups? 	
<ul style="list-style-type: none"> Am I confident to communicate using new technology? (eg social media, email etc) 	
<ul style="list-style-type: none"> Am I confident when speaking in public? 	
<ul style="list-style-type: none"> Am I confident speaking to the media (on difficult issues)? 	
<ul style="list-style-type: none"> Do I feedback to others on a regular basis to keep them informed? 	
<ul style="list-style-type: none"> How do I deliver messages that people may not want to hear? 	
<ul style="list-style-type: none"> How do I communicate with different groups, including vulnerable and hard to reach? 	
<ul style="list-style-type: none"> How well do I adapt my style to suit different audiences (for example, deaf people or faith or community groups)? 	
<ul style="list-style-type: none"> Do I speak and write clearly, using appropriate language? 	

Skill/Competency Ratings 1.= Excellent, 2.= Good, 3.= Average, 4.= Area for Development	Rating 1-4
Political Understanding	
How do I view my political understanding? Councillors need to develop a range of political skills in order to communicate their values, promote a political vision and encourage democratic processes and public engagement.	
• How have I promoted democracy and increased public engagement?	
• Are my values clear and reflected in what I do?	
• Can I work effectively in other political environments (eg, outside council)?	
• How have I developed my political awareness (eg local and national developments and how they affect my area/the Council)?	
• How well do I work with people with different views and values?	
Scrutiny and Challenge	
How do I view my approach to scrutiny and challenge? Councillors need to act as a critical friend by identifying opportunities for scrutiny both inside and outside the Council and by providing constructive challenge and feedback to others.	
• How do I raise issues of local concern through the scrutiny process?	
• Can I quickly understand and analyse complex information	
• Are my contributions always concise, meaningful and easily understood?	
• How do I hold decision makers to account?	
• Am I fair, objective and rigorous when challenging processes or people?	
Regulating and Monitoring	
How do I view my approach to regulating and monitoring? Councillors are required to understand their legal responsibilities and follow protocol when evaluating arguments and making decisions.	
• How well do I understand and act on my different statutory roles? (eg corporate parenting, licensing or emergency planning)	
• How effectively do I chair or participate in meetings to keep discussions on track?	
• Do I know enough about relevant legal processes/protocols linked to my role?	
• Are my judgements based on evidence?	
• How well do I monitor performance to ensure progress is maintained?	
Providing Leadership (current Cabinet Members, advisors and aspiring leaders)	
How do I view my approach to providing vision and leadership Each Cabinet member has defined area of responsibilities linked to Council services. It is the responsibility of Cabinet to provide leadership on the development of Council policy and represent the Council – and the Borough - at events and meetings. Cabinet Member are supported by Policy Advisors.	
• Am I familiar with my portfolio area (areas of strengths and challenges?)	
• How well do I establish strategic policies and prioritise actions for my portfolio?	
• How well do I work with officers to collate and analyse information, inform budget priorities and performance plans?	
• How do I adapt to a changing environment and learn from others?	
• How well do I build strong relationships with external partners, senior officers and other Cabinet colleagues	
• Do I act as a public face for the Council and champion for the Borough?	
• How well do I communicate key policies and messages – including those that will be difficult or unpopular	
• How do I encourage scrutiny and respond to feedback and challenge	

ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS
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1.	Meeting:-	Members' Training & Development Panel
2.	Date:-	17th December 2012
3.	Title:-	Members Skills Profile, Learning Resource Guide and Learning and Development intranet site
4.	Directorate:-	Resources

5. Summary

Members will see a demonstration of the recently updated Learning and Development site including the newly developed Members Skills Profile and supplementary Learning Resource Guide. These require final approval for future use by all Members as part of the **Personal Development Plan (PDP)** process.

6. Recommendations

Members are asked to:

- **Agree the use of the Skills Profile and Learning Resource Guide for inclusion in Personal Development Plan process;**
- **Agree the use of the Learning and Development site as a portal for members to access relevant training, resources and information;**
- **Request that a Member Seminar is organised to publicise the resource to other Members;**
- **Receive a further report in 12 months evaluating the effectiveness of the site, profile and resource guide.**

7. Proposals and Details

The panel has previously been made aware of the Political Skills Framework guidance issued nationally by the LGA. This was designed for Members as a self reflective learning toolkit as a means of identifying the key skills required for the role and those needing development. The panel previously noted that the national guidance was very useful however it was quite lengthy and required tailoring to RMBC requirements before it could be used. The core information from the Skills Framework has now been developed into a streamlined RMBC Members Skills Profile with the intention of being used as part of the PDP process as a self assessment tool to identify any areas for development.

In order to assist members with then being able to identify available and appropriate learning and development a supplementary Learning Resource Guide has also been developed.

Approval was previously given to develop and test the new resources with a pilot group of Members. The pilot group consisted of; Councillor Gerald Smith, Councillor Brian Steele and Councillor Jenny Andrews. The group met and agreed some adjustments to the documents and agreed to review these again prior to release. The Members Learning and Development site has now been refreshed and the Skills Profile and Learning Resource Guide have been incorporated on the site. The site also includes links to other relevant documents such as the Members Handbook, training calendar and links to useful website such as MORE. The site is also fully accessible on the Council's intranet which can be accessed by Members on their Council laptops (when logged in) or via the Bring Your Own Device (BYOD) network, which means that it can be accessed by Members remotely at any time.

The site and its core documents have been reviewed, tested and approved by the pilot group for wider use by all Members as part of the PDP process. The self-assessment asks each Member to reflect on the key skills and knowledge required to undertake their role; pointing to areas of expertise or required development. Areas of expertise could be shared by peer mentoring, whilst the identified areas of development would be addressed via the member development programme.

The panel is now asked to review the Member's Learning and Development site and the content of the attached documents and support the approval of these for use by all Members. Member involvement in raising awareness of the intranet site is also crucial to ensure its use.

8. Finance

Officer time to amend the documents and intranet site (minimal).

9. Risks and Uncertainties

The site will need to be monitored and refreshed to ensure key documents are up to date.

If the information about the new site isn't effectively shared with members the site risks not being used.

10. Policy and Performance Agenda Implications

Development of Members enables them to carry out their respective roles and help keep Members updated on national and local policy issues. Having a skills framework to highlight knowledge and skills provides focus to development.

11. Background Papers and Consultation

[Political Skills Framework/LGA site](#)

[Members Learning and Development intranet site](#)

Members Skills profile (attached)

Members Learning Resource Guide (attached)

Contact Name: Katy Jones (Human Resources)
HR Officer
Ext 01709 822466
katy.jones@rotherham.gov.uk

Elected Members Learning and Development Options - Resource Guide

Introduction to the Guide

This guide is designed to provide Elected Members with an overview of the various learning and development options that are available to them. The guide has been divided into the six core skill areas that are identified and self assessed in the Elected Member's skills profile.

The guide has been designed to enable Elected Members to review and select the type of learning that will meet their specified learning and development needs.

For an up to date overview of the courses that are scheduled to take place please view the seasonal programme guide which can be found on the Elected Member learning and development intranet site.

Some of the online resources referred to in the guide can be accessed directly by clicking the highlighted links.

A login is required to access the Councils e-learning system, details for this are shown on the e-learning intranet site. A login is also required for the Ashridge online website, accounts can be created on first login and the resources are free to access.

To book on training or awareness sessions or for any queries please contact ///.

Local Leadership	
Learning Area/Outcomes	Learning Methods
1. Undertaking case work & e-case Work	<p>Awareness Sessions Case work Community leadership and using social media E case work</p> <p>Online Resources Handling casework Supporting constituents with complex issues Neighbourhood and community engagement</p>
2. The role of Councillors	<p>Awareness Sessions Emergency Planning (mandatory) Health and Safety Legislation updates Public speaking Role of Councillors The role of Councillors as corporate parents (mandatory)</p> <p>E-learning Code of Conduct Introduction to Local Government Your role as a Councillor</p> <p>Internal Resources Health and Safety intranet</p> <p>Online Resources Effective member and officer relations Facilitations skills (Ashridge online resource) Health and Safety in the Council Legal updates (MORE online resource centre) Public leadership (Ashridge online resource)</p> <p>Training Safeguarding adults and children (mandatory)</p>
3. Ethical frameworks	<p>Awareness Sessions Ethical frameworks</p> <p>Online Resources Ethical governance</p>

Partnership Working	
Learning Area/Outcomes	Learning Methods
1. Working in partnership with others	<p>Online Resources Team building/team working (Ashridge online resource)</p> <p>Other Area assemblies networking opportunities Representation at other bodies briefing sessions Working in the Community visits to local groups and borough tour</p>
2. Community engagement	<p>Online Resources Facilitations skills (Ashridge online resource)</p>
3. Equality & Diversity	<p>E-learning Equality and Diversity</p> <p>Internal Resources Equality and Diversity intranet site</p>

Communications Skills	
Learning Area/Outcomes	Learning Methods
1. Confidence in public speaking	<p>E-learning Public speaking</p> <p>Training Assertiveness, communication, persuading and negotiation personal skills training</p> <p>Online Resources Assertiveness, interpersonal skills (Ashridge online resource)</p>
2. Making a positive contribution to meetings	<p>Online Resources Influencing skills Meeting skills (Ashridge online resource)</p>
3. Chairing skills	<p>Awareness Sessions Chairing meetings</p> <p>E-learning Chairing meetings</p> <p>Online Resources Chairing skills Facilitation and conflict resolution</p>
4. Written skills	<p>E-learning Report writing</p> <p>Online Resources Writing skills (Ashridge online resource)</p>
5. E agenda	<p>Awareness Sessions E casework ICT and Council systems ICT workshops Social Media</p> <p>E-learning Getting started with social media Technology and change Writing for the web Working with the media</p> <p>Online Resources ICT targeted resource sites (MORE online resource centre)</p>
6. Media relations	<p>Awareness Sessions Handling the media</p> <p>E-learning Working with the media</p> <p>Online Resources Media and communications</p>
7. Data protection	<p>E-learning Data Protection</p>

Political Understanding	
Learning Area/Outcomes	Learning Methods
1. Political skills	<p>Online Resources</p> <p>Community leadership</p> <p>Creating a fit for the future organisation</p> <p>Effective member and officer relations</p> <p>Facilitation and conflict resolution</p> <p>Neighbourhood and community engagement</p> <p>Supporting constituents with complex issues</p> <p>Performance management</p>
2. Understanding how the Council works & local government	<p>Awareness Sessions</p> <p>Understanding how the Council works</p> <p>Internal Resources</p> <p>Council structure and services</p> <p>Local democracy</p> <p>Strategies and plans</p> <p>Your Councillor</p> <p>Online Resources</p> <p>The effective ward Councillor</p>

Scrutiny and Challenge	
Learning Area/Outcomes	Learning Methods
1. Understand the purpose of overview and scrutiny	<p>Awareness Sessions Legal updates</p> <p>Training Financial management Health reforms Localism Personalisation Performance management and self regulation Understanding agendas</p> <p>Online Resources Legal updates (MORE online resource centre)</p>
2. Key skills for overview and scrutiny	<p>Online Resources Negotiation/influencing skills (Ashridge online resource)</p> <p>Training Chairing meetings Effective questioning Problem solving/decision making skills training</p>

Regulating and Monitoring	
Learning Area/Outcomes	Learning Methods
1. Understanding legislation	<p>Awareness Sessions Legal updates</p> <p>E-learning Best practice procurement Localism Bill Risk management Licensing and regulation</p> <p>Online Resources Legal updates (MORE online resource centre)</p> <p>Workshops Audit committee advanced workshops Licensing advanced workshops Planning advanced workshops Standards advanced workshops Understanding regulation and application advanced workshops</p>
2. Performance management	<p>Online Resources Performance management</p> <p>Training Performance management and self regulation</p>
3. Financial management	<p>Internal Resources Financial regulations</p> <p>Online Resources The scrutiny of finance</p> <p>Training Financial awareness</p>
4. Key skills for regulating and monitoring	<p>Training Chairing meetings Effective questioning Problem solving/decision making skills</p>

Cabinet Members (Specific Learning and Development)	
Learning Area/Outcomes	Learning Methods
1. Understanding & delivering an effective portfolio	<p>Training Leadership Finance and budgets Specific portfolio</p> <p>Online Resources Specific portfolio (MORE online resource centre)</p>

Local Leadership Councillor Workbooks

The Local Government and Development Agency provide access to a number of free online guides specifically designed for elected members. There are links to these guides provided throughout this document however the full list and links are below:

Chairing skills	Joining the chain gang: preparing for the role of civic mayor
Climate change	Media and communications
Community leadership	Neighbourhood and community engagement
Community safety	Performance management
Effective member and officer relations	Scrutiny of finance
Facilitation and conflict resolution	Supporting constituents with complex issues
Handling casework	The effective ward councillor
Influencing skills	Working with town and parish councils
Introduction to business planning and strategic management	

Useful Websites

Member's Online Resource Environment (MORE)

The MORE internet site is a new resource centre specially designed for elected members and includes access to useful resources, new items, current issues and provides an overview of forthcoming events and training. The site can be accessed at <http://www.more.lgyh.gov.uk/member-development/>.

Others

- Ashridge Virtual Learning Centre <http://www.local.gov.uk/ashridge> - Registration and login is required
- Be a Councillor <http://www.beacouncillor.org.uk/>
- Centre for Public Scrutiny <http://www.cfps.org.uk/>
- Local Government and Information Unit <http://www.lgiu.org.uk/briefings/>
- LG Improvement and Development <http://www.idea.gov.uk/idk/core/page.do?pagelid=1>
- Modern Councillor www.moderncouncillor.com
- Planning Advisory Service www.pas.gov.uk

ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS

1.	Meeting:-	Members' Training & Development Panel
2.	Date:-	17th December 2012
3.	Title:-	Principles for supporting individual training requests
4.	Directorate:-	Resources

5. Summary

Members training and development panel is responsible for oversight and approval of learning & development opportunities for all Members. With an ever-decreasing resource to support training, this report suggests guiding principles to be used for the approval of individual training requests, with associated costs.

6. Recommendations

Members are asked to:

- **Agree the proposed principles for the approval of individual training requests.**

7. Proposals and Details

7.1 Training Budget

The Members training budget has been reducing over the last few years. However, it remains a priority that appropriate development activity is made available to Members. The panel has previously identified a number of key areas in which they would like to see development opportunities made available during the next year. There will also be issues/changing government agendas which necessitate development sessions for Members, as well as the need to induct new Members. Individual Members also identify specific topics/awareness for which they seek development.

Training provision is by a number of means:

- Internally delivered sessions with no cost associated where the subject matter is of general interest to a number of Members
- RMBC-commissioned or sub-regionally commissioned training sessions where the subject matter is of general interest to a number of Members
- Other Yorkshire & Humber Council organised events/sessions, where a small fee per attendee is charged
- National LGA events/programmes with a variety of charging levels dependant on the provision. Such events take place in a variety of locations throughout the country
- Subject-specific sessions advertised by a range of organisations associated with local government which take place in a variety of locations throughout the country.

7.2 Principles for supporting training

In order to balance competing needs and make best use of the budget, some guiding principles for the approval of individual training requests which incur a cost (either course cost or travelling) would be beneficial:

- The development need should have been identified previously in a Members PDP OR be in an area that is subject to continuous change which the Member needs to be kept up to date in
- Priority will be given to sub-regional and regional provision. Attendance at events beyond the region will only be approved if there is no similar local provision possible
- Attendance of more than one Member will not normally be approved, as Members will be expected to cascade learning to colleagues
- There should be no repetition of learning from a previous event attended
- It should be confirmed that the learning cannot be achieved by other no (or lower) cost means
- The event/session/programme should include a high proportion of actual learning.

8. Finance

Member development is supported by a dedicated training budget. An agreed set of criteria for prioritisation of spend against budget will enable fair and transparent prioritisation of spend.

9. Risks and Uncertainties

The level of interest shown in development by different Members varies. The use of criteria to guide decisions regarding approval of training budget spend will ensure consistency in the decision making.

10. Policy and Performance Agenda Implications

Development of Members enables them to carry out their respective roles and help keep Members updated on national and local policy issues.

11. Background Papers and Consultation

Contact Name: Tracey Parkin (Human Resources)
HR Manager
Ext 01709 823742
tracey.parkin@rotherham.gov.uk