

## **MEMBERS' TRAINING AND DEVELOPMENT PANEL**

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

**Date: Thursday, 4 September  
2014**

**Time: 11.00 a.m.**

### **A G E N D A**

1. Apologies
2. Minutes of the Previous Meeting held on 17th March, 2014 (herewith) (Pages 1 - 5)
3. Terms of Reference (Pages 6 - 8)
4. Member Development Activity (Pages 9 - 14)
5. Member Development - Summary of Activity 2013-14 (Pages 15 - 22)
6. Review of Members ICT Provision (Pages 23 - 29)
7. Date and Time of Next Meeting - Thursday, 18th December, 2014 at 2.00 p.m.

**MEMBERS' TRAINING AND DEVELOPMENT PANEL  
MONDAY, 17TH MARCH, 2014**

Present:- Councillor Akhtar (in the Chair); Councillors Buckley, Dodson, Falvey, Havenhand, Smith and Wootton.

Apologies for Absence were received from Councillors Gosling, Lakin and Pickering.

**1. MINUTES OF THE PREVIOUS MEETING**

Agreed:- That the minutes of the previous meeting held on 9<sup>th</sup> September, 2013, were agreed as a correct record.

**2. MEMBER DEVELOPMENT ACTIVITY - UPDATE (MARCH 2014)**

Consideration was given to a report presented by Caroline Webb, Senior Adviser (Scrutiny and Member Development) which provided an update on progress in respect of Member Development activity.

Further information was provided on the work being undertaken on Personal Development Plans for Members, the previously agreed Autumn/Winter Programme, the Spring/Summer Programme going forward and the generic requests that had been submitted.

Reference was also made to the Members' learning and development intranet pages and the migration of pages to ensure the site was fully accessible on the Council's intranet, accessed by Members on their Council laptops (when logged in) or via the GOOD app.

Other resources have been developed including the Member Online Resource Environment, (M.O.R.E) website. This was a resource listing events, news, information and development opportunities as well as a space to network and share ideas and good practice with other members in the Yorkshire and Humber Region.

In terms of regional and sub-regional working Officers were part of strong Member Development Officer Network in South Yorkshire and across the wider Yorkshire and Humber region. Through this network it provided opportunities to share good practice, resources and knowledge with other authorities to maximise value for money.

Discussions were also underway at a sub-regional level to utilize the training expertise of LGiU to deliver sessions locally. In addition, any free national and regional events would be publicised and arranged through Local Government Yorkshire and Humber and the Local Government Association.

Again as with previous years, every effort would be made to support Members in their leadership roles by meeting their specific training needs

(for example Leadership Academy or other bespoke programmes).

The previous Leadership Academy 'offer' included a number of free programmes and several which were heavily subsidised (for example the Young Councillor weekends.) Decisions to support attendance at Leadership Academy (or external training) were based on the training support principals (as agreed on 17th December, 2012), identified need or issues arising from Personal Development Plans, in liaison with this Panel or the Deputy Leader.

Discussion ensued on the value of the previous programme, the previously agreed clear training principles, sessions aimed at practical skills for handling the media, Emergency Planning, the need for further training on the changing role of the Elected Member, chairing and questioning skills sessions and the potential for inviting trainers to Rotherham rather than sending Members externally.

It was also suggested that there should be further sessions on managing expectations for Councillors, with a further report on options being submitted to the next meeting in June, 2014.

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

(2) That the programme as submitted be noted.

(3) That a further report on managing expectations be submitted to the next meeting of the Members' Training and Development Panel in June, 2014.

### **3. INDUCTION PROGRAMME FOR NEW MEMBERS**

Consideration was given to a report presented by Caroline Webb, Senior Adviser (Scrutiny and Member Development) which requested that Members consider draft proposals for the induction programme for newly elected Members in 2014.

Further information was provided on the importance of the Members' Training and Development Panel having input into the induction programme, feedback and evaluation of the 2012 Programme and ICT support.

In taking the 2014 Programme forward it was suggested that a two-tiered approach be taken. The first part of the programme would be a concentrated two-day session covering 'essential' information in the days immediately following the election and following agreement of the Programme all prospective candidates be contacted prior to the election and asked to commit to these sessions (if successful).

The evaluation of the 2012 programme showed a number of Members had a very strong preference for evening sessions to accommodate their

working commitments. This practice had since been built into other programmes (subject to the availability of venue/facilitators) and it was, therefore, suggested that if possible, the sessions should be organised around an afternoon/early evening pattern to minimise disruption to employment or other day-time commitments.

If a two-tier approach to induction was approved, it was suggested that the in-depth programme covering the following areas:-

- Member's role in the community.
- Undertaking casework.
  - Understanding ward data.
  - Handling difficult situations.
  - Giving difficult messages.
- Understanding overview and scrutiny.
- Understanding Council priorities.
- Equality and diversity.
- Introduction to planning and licensing.
- Members' role as corporate parents.
- Safeguarding.
- Member's role in emergency planning.
- Communication and media (including social media).
- Council website – accessing information and services online.
- Speaking and contributing to meetings.
- Questioning skills.
  - Introduction to local government finance.

The Programme would be scheduled to run over the course of the municipal year, with elements forming part of the generic member development programme.

It was anticipated that the majority of sessions would be delivered in-house, with any additional costs for external facilitation met through the Member Development budget.

As with previous years, it was suggested that Members be involved in the

delivery of the 2014 Programme and views were sought on how this input could be best facilitated.

It was also noted that each newly Elected Member would receive an updated handbook after the election. This provided information on the day to day running of the Council, the support services available and contact details of relevant staff. Each new Member would also receive a hard copy of the Local Government Association's Guide for New Councillors.

Discussion ensued on the draft programme, which was comprehensive, and would provide the necessary information for newly elected Members. It was also suggested that the Planning and Licensing Regulatory sessions be held as soon as possible and that consideration be given to ensuring training for Licensing was received for new Members prior to meetings taking place, following the example set down by Planning.

It was particularly important for Cabinet Members to provide support to newly elected Councillors and to guide them through the democratic process.

Reference was also made to the Members' Handbook, its content and format and the value that should be shared again with the current Members electronically once refreshed.

Agreed:- (1) That the structure, timing and contents of the draft programme be noted.

(2) That there be a programme of established member involvement in the induction programme.

(3) That the contents of the handbook be refreshed and a hard copy provided to all newly elected Councillors, but that an electronic version be circulated to all Councillors as soon as practicably possible.

(4) That Officers be thanked for their input to the induction programme and the support they provide.

**(THE CHAIRMAN AUTHORISED CONSIDERATION OF THE FOLLOWING URGENT REQUEST IN ORDER TO PROCESS THE MATTERS REFERRED TO)**

**4. LGA FREE CLIMATE LOCAL CONFERENCE: DELIVERING GROWTH AND SUPPORTING RESILIENT COMMUNITIES - MONDAY, 31ST MARCH, 2014 - LOCAL GOVERNMENT HOUSE, LONDON**

Consideration was given to a request submitted by Councillor Wyatt, Cabinet Member for Health and Wellbeing and Lead Member for Climate Change, for attendance at the above free conference with approval being required to cover travel and subsistence.

Reference was made to the criteria and training support principles as agreed at the meeting held on the 17<sup>th</sup> December, 2012 and the current budget provision for Members' training and development.

Discussion ensued on the criteria for such a request, the benefit to attendance and whether information could be obtained from David Rhodes, Corporate Environmental Manager, who was attending as a guest speaker.

Agreed:- That the request by Councillor Wyatt for travel and subsistence to paid from the Members' Training and Development Budget be refused.

**5. DATE AND TIME OF NEXT MEETING**

Agreed:- That the next meeting of the Members' Training and Development Panel be held on Monday, 9<sup>th</sup> June, 2014 commencing at 11.00 a.m.

**ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS**

<b>1. Meeting:</b>	<b>MEMBER DEVELOPMENT &amp; TRAINING PANEL</b>
<b>2. Date:</b>	<b>4<sup>th</sup> September 2014</b>
<b>3. Title:</b>	<b>Terms of reference</b>
<b>4. Directorate:</b>	<b>Resources</b>

**5. Summary**

This report details the current terms of reference and membership of the Panel. Members are asked to consider whether these are still appropriate or if there are any changes which might need to be made.

**6. Recommendations****That Members:**

- a. Consider the terms of reference**
- b. Consider the current membership of the Panel.**

## 7. Proposals and Details

7.1 The MTDP last formally considered the terms of reference for the panel in at its meeting of July 15, 2004.

The original terms of reference are as follow:

- Ensure implementation of the Council's Training and Development Policy
- Ensure equitable access to training for all Members
- Receive feedback on all training and development activity
- Strategically monitor the training planned for Members
- Strategically monitor the training budget
- Strategically review training outcomes
- Consider best practice in relation to Member training and development

In considering the Terms of Reference several additions were put forward at this meeting. These included:-

- To ensure that induction was available for new Members.
- To ensure all Members received Personal Development Plans.
- To provide regular information to Members on development opportunities.
- To maintain web pages on Member development.
- To maintain the Members' training budget with delegated powers to the Deputy Leader.

7.1.1 Members are asked if these terms of reference are still fit for purpose or requirement amendment.

7.2 The framework for membership of this Panel was set out in 2004:-

- Deputy Leader.
- Three Members of the Cabinet.
- Three Members from Scrutiny.
- Two Area Assembly Chairs.
- One Member each from the Licensing and Planning Boards.
- Two Members representing the Council on an Outside Body.
- One Member of the Opposition.
- One newly elected Member co-opted on an annual basis.

In addition, the Panel agreed that the membership should take account of gender balance.

There has been no formal review of the membership of the panel since it was originally agreed in 2004, although it has had minor amendments since that point.

The current membership includes:

- Deputy Leader
- One Member of Cabinet
- Two members from OSMB
- One from Area Assembly Chairs' Meeting



- One Member each from the Licensing and Planning Boards.
- Two Members representing the Council on an Outside Body.
- Chair of Audit Committee
- Advisors to Deputy Leader

7.2.1 Given the make-up of the Council has changed both politically and with far greater numbers of new Members elected since 2011; the Panel is asked if it wishes to review the current membership and make amendments as appropriate.

## **8. Finance**

There are no financial considerations as part of this report.

## **9. Risks and Uncertainties**

MTDP aims to train and equip Rotherham MBC Members to take on the duties of the modern local councillor. It is important therefore that the Panel's make-up reflects the different roles and responsibilities of councillors. Failure to take this into account may mean that development needs may be overlooked.

## **10. Policy and Performance Agenda Implications**

The Member Development programme is based on local priorities as identified in the Council's corporate plan, the national and local policy agenda and Member's individual skills needs identified in the personal development planning (PDP) process.

## **11. Background Papers and Consultation**

Minute MTDP: 15 July 2004

### **Contact:**

Caroline Webb, Senior Adviser (Scrutiny and Member Development) (01709) 822765: [caroline.webb@rotherham.gov.uk](mailto:caroline.webb@rotherham.gov.uk)

**ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS**

<b>1. Meeting:</b>	<b>MEMBER DEVELOPMENT &amp; TRAINING PANEL</b>
<b>2. Date:</b>	<b>4<sup>th</sup> September 2014</b>
<b>3. Title:</b>	<b>Member Development Activity - Update (September 2014)</b>
<b>4. Directorate:</b>	<b>Resources</b>

**5. Summary**

This report provides an update on progress in respect of Member Development activity.

**6. Recommendations****That Members:**

- a. **Note the report and its content**
- b. **Comment on 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.

The programmes are based on local priorities as identified in the Council's corporate plan and Member's individual skills needs identified in the personal development planning (PDP) process.

Following the local elections in May, Member Development efforts have been focused on delivering an induction programme. However work has commenced to organise the PDPs; with priority given to new members and members with new responsibilities. Further updates on the issues raised in PDPs will be brought to the Panel for its consideration.

### **7.2 Update March - September 2014**

As agreed by the Panel previously, pending the outcomes of PDPs, a limited programme was organised over this period.

These sessions included:

- Questioning skills
- Chairing skills

### **7.3 Induction**

As outlined in previous reports to MDTP a comprehensive induction programme was planned for new members (and open to more established members).

Sessions delivered to date include:

- Safeguarding children
- Members' role as corporate parents
- Understanding ward data - e-casework
- Getting the most from IT/HR Portal (Drop-in session)
- Understanding Overview & Scrutiny
- Introduction to licensing
- Introduction to planning
- Member role in emergency planning
- Speaking and contributing to meetings
- Countering Child Sexual Exploitation – awareness raising for Members

A full evaluation of the induction programme will be presented to the next meeting of the Panel.

#### 7.4 **Autumn/Winter Programme September 2014- March 2015**

The following sessions have been organised and publicised to Members:

- Introduction to Local Government Finance 9th September
- Equality and diversity 19th September
- Safeguarding Adults 25th September
- Licensing (PART 2) 2nd October
- Housing Allocations Policy 9th October

The following sessions have yet to be scheduled:

- Standards and Code of Conduct
- Public Sector Equality Duty - for decision makers
- Councillors role as school governors
- Questioning Skills
- Undertaking Casework – handling difficult situations
- Chairing Skills
- Social media (practical skills session)

7.4.1 Issues arising from the PDPs ranged from individual support needs (for example around casework or ICT requirements) to more generic requests for skills or knowledge development. Individual support needs are dealt with internally as far as possible. If additional input is needed that requires funding, these will be referred to the Panel or Deputy Leader for approval.

The generic requests include:

- Handling the media
- Speaking with confidence at meetings
- Emergency Planning
- Social media practical skill session
- Dealing with difficult situations
- Mediation between different groups or individuals
- Insight into Parliamentary Select Committees

7.4.2 In addition to these sessions, regular Member Seminars have been delivered on Council priorities or emerging issues. Regular bulletins on national legislative and policy developments are also available to all Members via the LGiU. Each Member will be contacted by email to remind them how to access this service. There are extensive e-learning resources, although there appears to be little take-up of this facility available via the learning and development site.

## 7.5 Externally provided learning and development opportunities

There are a greater number of Members assuming new leadership roles compared with recent years. To ensure that they are equipped with the relevant knowledge and skills, we are exploring how their development needs can be met (for example Leadership Academy or other bespoke programmes). As both the Licensing and Planning Boards have newly appointed Chairs and Vice-Chairs, appropriate development opportunities are being sought.

Many of the Leadership Academy programmes are free or heavily subsidised. Decisions to support attendance at Leadership Academy (or external training) are based on identified need or issues arising from PDPs, in liaison with this Panel or the Deputy Leader.

In with PDPs and/or assuming new positions of responsibilities, expression of interest have been sought to attend specific Leadership Academy modules. MTDP approval is sought for attendance on these sessions. Given that there is a greater number of Members assuming new responsibilities in respect of Overview and Scrutiny, MTDP is asked to approve the attendance of more than one Member of this module.

The Leadership Academy programme and expressions of interest is attached as Appendix 1.

### 7.5.1 Members will recall that they agreed a set of Training Support Principles at the meeting of MTDP of 17 December 2012; which are as follows:

- 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

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 (2013-16)  
Personal Development Interviews

**Contact:**

Caroline Webb, Senior Adviser (Scrutiny and Member Development) (01709) 822765: [caroline.webb@rotherham.gov.uk](mailto:caroline.webb@rotherham.gov.uk)

**Appendix 1 - Member Development Activity update**

**Member Development & Training Panel  
4<sup>th</sup> September 2014**

**Leadership Academy Programmes:-**

**Leadership Essentials: Health and Well-being – 14/15 October 2014**

Councillor John Doyle, Cabinet Member for Adult Social Care

Booked – fully subsidised course

**Leadership Essentials: Planning Delivering Economic Growth 16/17<sup>th</sup> October, 2014**

Councillor Dominic Beck, Cabinet Member for Business Growth and Regeneration

Booked – fully subsidised course

**Leadership Essentials: Digital Leadership**

Councillor Ken Wyatt, Cabinet Member for Finance

Booked – Cost £250 (plus travel)

**Leadership Essentials: Overview and Scrutiny – 3/4<sup>th</sup> December 2014**

The original date (October 2014) is fully booked and will be re-run in December 2014

2 places reserved (max of 3) – Cost £250 (plus travel)

Expressions of interest received from:-

Councillor E Wallis – Improving Places Member (chair of improving local economy review)

Councillor G Watson – Vice chair, Self Regulation Select Commission

Councillor S Ahmed – Vice chair, Improving Lives Select Commission

Councillor S Currie – Chair, Self Regulation Select Commission

Councillor C Read – Chair, Improving Places Select Commission

**Leadership Essentials: Getting your message across – 24/25<sup>th</sup> January 2015**

2 places reserved (max of 3) – Cost £250 (plus travel)

Expressions of interest received from:-

Councillor Simon Currie

Councillor Shabana Ahmed

<b>ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS</b>
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<b>1.</b>	<b>Meeting:</b>	<b>MEMBER DEVELOPMENT &amp; TRAINING PANEL</b>
<b>2.</b>	<b>Date:</b>	<b>4<sup>th</sup> September 2014</b>
<b>3.</b>	<b>Title:</b>	<b>Member Development: Summary of Activity 2013-14</b>
<b>4.</b>	<b>Directorate:</b>	<b>Resources</b>

**5. Summary**

This report provides an update on activity in respect of Member Development over the 2013-14 municipal year.

**6. Recommendations****That Members:**

- a. **Note the report and its contents;**
- b. **Agree to undertake a self-assessment of the Member Development function;**
- c. **Use the findings of the self-assessment to inform the future delivery of Members skills/knowledge requirements**



## **7. Proposals and Details**

### **Summary of activities 2013-14**

This report gives an overview of activity over the 2013-14 Municipal Year. Member development is overseen by the Member Development and Training Panel, chaired by the Deputy Leader.

The programme was based on local priorities as identified in the Council's corporate plan and Members individual skills and development needs identified in the personal development planning process.

The programme has incorporated 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 was intended to suit the needs of different learners, as well as make learning more accessible to Members.

The report also details other developments such as regional/sub-regional working; development of the Member's learning and development site along with the Skills Profile and Learning Resource Guide.

### **7.1 Member Development Strategy (2013-16)**

The Member Development Strategy was refreshed to reflect the current priorities of the Council and changing government agendas. In particular, the revised priorities as set out in the Corporate Plan have been included. The core programme has been updated to reflect the various roles of Members and the challenges presented in terms of Member skills and knowledge and as set out in the Member Skills Profile. All Member development activity is informed by the principles outlined in this strategy.

### **7.2 Personal Development Plans (PDPs)**

As agreed by the MDTP, a phased approach has been taken to scheduling PDPs, with priority being given to members with specific responsibilities and members elected since 2012. During the year approximately 75% of the first 'cohort' (26 out of 39) was completed.

Issues arising from PDPs included some individual support needs (for example around casework) to more generic requests for skills or knowledge development. These have been built into the 2014-15 work programme. Individual support needs are dealt with in-house as far as possible although where this cannot be addressed internally (for example, where a Member has taken on additional or new responsibilities), external provision may be sought.

### **7.3 Member Development Programme**

A generic programme of activity was developed, covering core responsibilities such as Safeguarding and Corporate Parenting, along with sessions designed to raise awareness of the impact of policy changes on the Council and local communities.

- Emergency planning
- Equality duty
- Countering child sexual exploitation
- Corporate parenting
- Media awareness
- Local government finance
- Social media
- Welfare reform

Three sessions were organised using external facilitation

- Chairing Skills
- Questioning Skills for Scrutiny (through the Parliamentary Outreach Service)
- Questioning Skills

A significant number of sessions were organised around the issue of countering child sexual exploitation, with sixty out of a possible sixty-three Members attending. The training was delivered jointly by South Yorkshire Police and a officers from Children and Young People's Services.

Attendance at sessions has been on-the-whole good, however on occasions in-house sessions have gone ahead with very low numbers after members who have committed to attend, did not turned up. This has an impact on the quality of the session as it limits the discussion. It is also not a viable use of officer time.

11 sessions were organised through the year. Total attendance = 124 (in addition 6 members were from other authorities)

#### 7.4 **Evaluation**

All sessions are evaluated after delivery, although inevitably not all participants complete or return evaluation sheets. However, a good proportion have been returned and therefore, a judgement can be made about how the training has been received.

The evaluation asks for information on the following areas:

- Useful Areas:
- Session length
- Describe to colleague
- Improvement to Knowledge (1 = little, 5 = lot)
- How they will use the knowledge
- Additional areas to include for future session

All participants found areas of the training useful. Several of the sessions had skills practice or role-play built into the sessions and where these were offered, participants responded favourably.

As a result of previous feedback from Members, most sessions are planned to last no more than two hours; although externally provided sessions are often a half-day in order to maximise learning and value for money. The timing of sessions have also changed following the evaluation of the 2012 induction programme which showed a number of Members had a very strong preference for evening sessions to accommodate their working commitments. This practice has since been built into other programs (subject to the availability of venue/facilitators).

Many of the participants responded enthusiastically to the question “how would you describe this session to a colleague?” A sample of responses is reflected below:

Corporate parenting	<i>Valuable/essential/interesting</i>
Chairing Skills	<i>Enlightening/informative/thought provoking All chairs should attend this training</i>
Questioning Skills	<i>Informative, reflective and helpful Thinking more before asking questions</i>
Welfare reform	<i>Very good, thought provoking</i>
Social media	<i>Very useful, worth attending.. a must do</i>
Equality duty	<i>Great, good to refresh and update</i>
Emergency planning	<i>Really interesting and informative</i>
Local Govt Finance	<i>Very useful to understand a complex item</i>
Media Awareness	<i>Helpful and useful</i>

The sessions have been well received with very positive feedback. The majority of replies indicate that, through the sessions, knowledge and skills have improved a lot. Other replies indicate that existing knowledge has been consolidated and the sessions have been useful in terms of updating current knowledge.

As highlighted in last year’s report, although the evaluation asks how the Member will put the learning into practice, there has been little formal evaluation of how whether it has had an impact. As the next round of PDPs is being scheduled, it is intended to ask members to reflect on any development opportunities to see if it has made a difference to their role, knowledge base or skills.

## 7.5 ICT training

An HR Officer with specific responsibility for learning and development continues to deliver one-to-one sessions with a number of members to familiarise them with e-casework and other ICT systems. Feedback on her input has been very positive although it is clear that there is an ongoing need to provide support in these areas, particularly as more members are using e-casework to submit surgery requests.

Although it was planned to provide bespoke support to ensure that members are confident accessing e-learning modules, there has been little demand for these packages. This may possibly be because Members are unaware of e-learning options. It is intended to promote these options through the PDP process.

All Members have been offered the use of iPads and in order to maximise the effective usage of tablets, each Member has been contacted to discuss their individual learning needs, with bespoke one-to-one or group support provided as necessary. Further support has been provided by Democratic Services officers particularly in relation to Members accessing the GoodApp and the Mod.Gov system.

## 7.6 **Planning and Licensing**

In addition to the sessions organised through the central Member Development function, both Planning and Licensing officers have scheduled regular in-depth training and briefing on changes to policy or legislation for Members on the Licensing and Planning Committees. This activity is not captured in this report.

## 7.7 **Leadership**

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, we have maximised attendance at the LGA's Leadership Academy through its free places scheme.

One member attended the Leadership Academy Adults Social Care programme and one member attended the Children's Illimani programme

The learning and wider benefits to the organisation will be analysed through the personal development programme.

## 7.8 **Regional and sub-regional working**

The Member Development Officer Network in South Yorkshire still meets regularly. Through this we are able to share good practice and knowledge with other authorities, and to maximise value for money, share resources wherever appropriate. For examples places have were offered to other South Yorkshire Councils on externally delivered courses.

Unfortunately because of staffing and resource reductions, the wider regional network, supported by Local Government Yorkshire the Humber (LGYH) no longer meets as frequently. Despite these difficulties, there is still a commitment to the development and maintenance of shared, sustainable resources which can be used and adapted by each Council; albeit on a reduced footing. Many of these resources are available via the Learning and Development intranet page.

## 7.9 **Seminars**

The Seminar programme is an important part of development programme. The contents of seminars are suggested by Members and are usually chaired by the relevant Cabinet Member. As can be shown below, a wide range of issues have been covered over the previous 12 months. Records of attendance are kept by Democratic Services, although the seminars are usually scheduled immediately preceding or following major meetings to maximise participation.

- South Yorkshire Probationary Trust
- High Speed Railway HS2 - "Engine for Growth"
- Vulnerable Persons Unit
- The Local Authority's responsibilities in relation to Public Health
- Dementia Friendly Communities
- Comprehensive Spending Review
- Alzheimer's Society
- Rotherham Integrated Youth Support Service
- South Yorkshire Fire Authority
- Rotherham Voluntary Bus Partnership
- High Speed Railway HS2 - "Engine for Growth"
- The Council's Website
- Proposed Housing Allocation Policy changes
- Strategic Commissioning for Children and Young People's Services
- The New UK Voter Registration System and how Individual Electoral Registration will Impact on Rotherham
- Projects to address the impact of welfare reform on Rotherham residents
- Budget 2014/15
- Joint Strategic Needs Assessment - update
- Rotherham Better Care Fund
- Information Technology available for Elected Members
- Welfare Reform: the experience of a housing association in a universal credit pathfinder area

### 7.10 **Members' learning and development intranet pages**

During the year, extensive work has taken place to develop the pages and migrate to the new intranet. The site also includes links to other relevant documents such as the Members Handbook, training calendar and links to useful website such as MORE (see below).

The site is fully accessible on the Council's intranet which can be accessed by Members on their Council laptops (when logged in) or via the GOOD app.

Other resources have been developed including the Member Online Resource Environment, (M.O.R.E) website. This is a resource listing events, news, information and development opportunities as well as a space to network and share ideas and good practice with other members in the Yorkshire and Humber Region.

### 7.11 **Induction**

As 2013 had no local elections, an induction programme was not required. However, MDTP commented on the content and planning of the programme prior to the 2014 elections.

Consideration was given to a report presented by Tracey Parkin, Human Resources Manager, which detailed how the Council re-achieved the Charter for Member Development in February, 2011 and would be due for re-assessment in February, 2014. Changes at Local Government Yorkshire and Humber now meant that any future assessments would be managed by North East Employers.

## 7.12 **Member Development Charter**

MDTP took a decision not to seek reassessment for its Charter status in June 2013 (due for renewal in February 2014).

It was felt that as the Charter framework could be used as a self-assessment tool, without external accreditation. It was felt that the benefits from the Charter were now embedded in member development processes and did not feel it worthwhile, both in cost and Member/Officer time, to pursue re-assessment. As an alternative, a review group of officers and Members could carry out a self-assessment against the framework to identify any areas for improvement. Members are asked if they wish to undertake a self-assessment of Member development with a view to reporting their findings to a future MTDP.

## 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.

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

- 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
- 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.

The application of these principles will be taken through the PDP process. This will ensure that a consistent approach is taken to training requests.

## 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.

The Member Development function is supported by officers based in Scrutiny Services, with support from HR and Member's Secretariat. Although it is a small team of officers working across different sections, it has worked effectively to organise and administer an ambitious programme. However, it has limited capacity to respond to additional pressures. Should these occur, the programme or activities may need to be changed accordingly.

**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 (2013-16)  
Personal Development Interviews  
Member Development Programme:  
Member Development and Training Panel Minutes

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<b>ROTHERHAM BOROUGH COUNCIL</b>
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<b>1.</b>	<b>Meeting:</b>	<b>Member Development Panel</b>
<b>2.</b>	<b>Date:</b>	<b>September 4<sup>th</sup> 2014</b>
<b>3.</b>	<b>Title:</b>	<b>Review of Members ICT Provision</b>
<b>4.</b>	<b>Directorate:</b>	<b>Resources</b>

## **5. Summary**

The purpose of this report is to update the Panel on the ways in which Members can use ICT equipment and software to assist them in their duties and thereby help Members to support Rotherham's citizens.

## **6. Recommendations**

The Panel is asked to:

- **Note the technology currently available to Members.**
- **Suggest any changes/improvements that the Panel would wish to see implemented.**
- **Support the suggestion that a small group be set up to review and improve the e-casework system.**
- **Support the proposal to investigate the use of hybrid computing devices by Members.**
- **Comment on the suggestion that Orange Books are no longer printed.**
- **Support the recommendation for RMBC to continue exploring new and emerging options for mobile technology use for Members.**



## 7. Proposals and Details

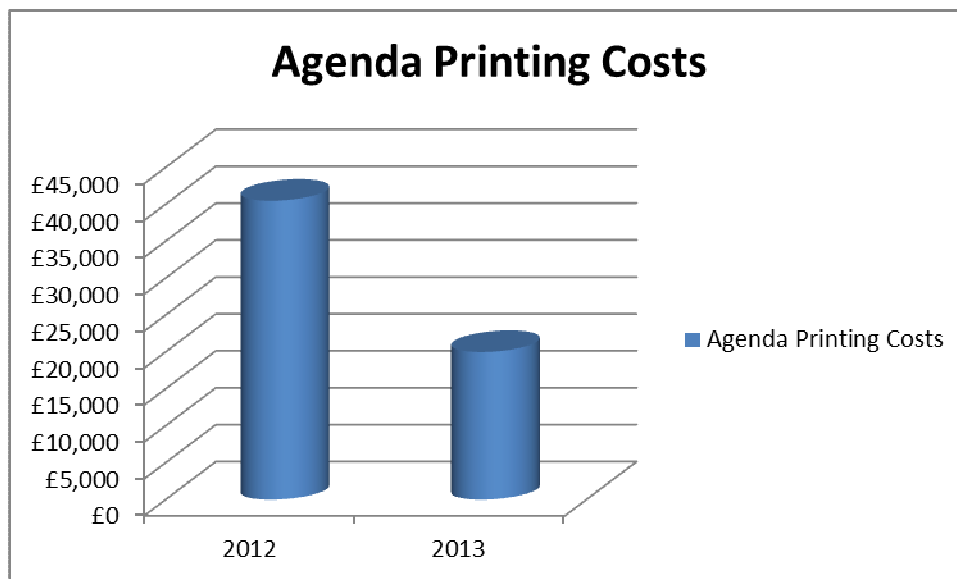
### 7.1 Background and Progress to Date

RMBC continually reviews the technology market place to identify devices and services that can support Elected Members in fulfilling their role. The RMBC ICT Strategy (2011 to 2015) includes the following goals:

- We will enable elected Members to gain access to, and use, modern technology.
- We will support the development of skilled, technologically confident elected Members through investing in learning, development and training.

RMBC now has a very 'tech-savvy' Elected Members who routinely use a range of technologies to help them in their work.

One of the motivations for supplying Members with tablets (such as iPads) and laptops was to reduce the amount that the council spends on printing agenda packs for Member meetings. The graph below shows that this initiative has had the desired effect, with the cost of printing agenda packs falling by more than half since iPads were introduced with a saving of more than £20,000.



The majority of RMBC's Members now routinely use electronic agenda packs but a number of Members are continuing with paper agendas.

In March 2014 RMBC's SLT and Cabinet accepted several recommendations to improve the technology offered to Members whilst make financial savings. These changes are outlined below along with a new proposal to trial hybrid computers with Members.

### **Connectivity**

Previous practice was for some Members have RMBC funded broadband supplied to their home. This was an anachronistic practice dating to a period when many individuals did not have separate, personal, Internet access at home. Furthermore, not all Members use their RMBC broadband as it is restricted to connection from RMBC laptops and cannot be used wirelessly to be accessed, for example, by an iPad.

RMBC will be ceasing to supply broadband to Members but will allow existing contracts to reach their natural end date before provision is ceased.

### **Computing Devices**

The current policy of supplying Members with either a laptop or a tablet computer (e.g. an iPad) has had a positive effect on reducing print costs. It is proving difficult, however, for some Members with iPads to relinquish their RMBC laptop (as is policy), because:

- iPads do not have an equivalent to Outlook's Personal Folders for the storage of historical emails.
- It is therefore difficult to manage emails and mailbox size on an iPad.
- Document storage and folder management is difficult on an iPad.
- iPads are less easy / comfortable to use than laptops and are not suitable for long periods of work.
- A laptop is needed for detailed report writing.
- There is no way to print from an iPad.

Discussions with Members have confirmed that iPads are a viable alternative to working with printed papers but that iPads do not yet have sufficient functionality to entirely replace laptops as a Members' sole computing device.

There are now devices on the market known as 'hybrid computers' which will fulfil the role of laptops and tablets and will remove the requirement to provide two devices to Members. Hybrid devices have been tested by officers and we now propose to seek volunteers among Members to test these new computers.

Furthermore, in order to make email management easier we have now given all Members a 2GB mailbox (this is 10 times larger than the current 200MB mailbox).

The Panel is asked to note that:

1. Whilst we trial the hybrid devices we will continue to offer Members a laptop or an iPad and that the policy should remain that Members must choose only one of these devices.

2. Members are reminded that RMBC provides computing facilities within the Town Hall party rooms for Member use and that these may offer a viable alternative to a RMBC issued laptop or iPad.
3. Members are encouraged to buy the RMBC issued iPad through reductions in the Member's allowance – the device would then become the property of the Member.

## **Printing**

Whilst we are making good progress on reducing print costs through the use of digital documents there is still more that could be done. A few Members still take paper agenda packs and a small number of these Members have an RMBC laptop or iPad.

A proportion of the remaining print costs relate to printing the 'Orange Book' and 'White Book' for Member meetings. These reference books contain all the minutes submitted to Council for approval (White Book) plus Scrutiny Panel meeting minutes, information about Member seminars and other ad hoc meetings (Orange Book). The books are thrown away (recycled) immediately after the meeting. All this information is already available electronically.

In terms of desktop printing, some of our Members have a council issued printer at home. The provision of these devices is counter to our strategy of eliminating paper prints. Furthermore the council provides printing facilities for members in the Town Hall and other RMBC buildings.

The Panel is asked to note that:

1. RMBC no longer supplies printers for Members to use at home.
2. Agenda packs are not offered to iPad owners and that this be made a condition of an iPad being issued.

In addition the panel is asked to comment on the suggestion that Orange Books are no longer printed (SLT has already advised that the White Book must be retained in hard copy form).

## **Telephony**

Some of RMBC's Members are issued with BlackBerrys. The council has recently taken the decision to cease using BlackBerrys and to consolidate mobile email requirements on the Good for Enterprise app. This means that BlackBerrys will no longer be offered to RMBC's councillors and any BlackBerrys still in circulation will be collected. The Good for Enterprise email app is popular with Members and will still be offered to Members for installation on their personal smartphone or iPad.

RMBC previously provided a landline for Members to use, at home, for Council business. This was a relatively expensive practice. RMBC can, however, provide mobile phones to Members at very low cost (£1.50 per month plus call costs). Since it is likely that the council would not wish to publish mobile numbers as the main contact number for a councillor (because of the high call charges that the citizen would incur) we can now create a VOIP extension number for each Member and divert this to a mobile or landline as requested. The council is charged for the cost of the forwarded calls from the VOIP number – but this is negligible in comparison to the cost of the landline rental (and calls from the landline).

The Panel is asked to note that:

1. RMBC continues to offer a standard mobile phone (non-smartphone) to Members. Where a Member needs access to data (e.g. for mobile email) then a smartphone is offered.
2. RMBC has ceased to offer landlines to Members and can instead create a VOIP extension to be diverted to the Member's phone.
3. RMBC has ceased to issue BlackBerrys to Members and we are collecting any BlackBerrys still in circulation.

### **eCasework**

eCasework is a system that can be accessed flexibly from any computer, phone or tablet and allows Members to record issues and queries into one place, therefore providing a full audit trail of responses and actions.

The benefit of the system is that Members do not need to know specific contact names for particular cases; the job is logged and assigned to the appropriate Directorate surgery mailbox.

However, there has been increased usage of e-casework by newly elected members which has raised some question of inconsistent processes and interface with officers which needs to be addressed. It is therefore suggested that it may be beneficial to set up a small review group to discuss strengths/weaknesses of the system including any issues of not receiving timely responses from individual Directorate surgery mailboxes.

### **Support for development of technology skills**

As referenced in the ICT Strategy, ICT skills development support is provided for Elected Members and this is referenced in the separate report detailing development activity during 2013/14.

## Summary

The table below summarises the ICT which is currently offered to Members:

Item	Offered by RMBC to Members?
GOOD APP (on multiple devices)	✓
LAPTOP or iPad	✓
HYBRID COMPUTER (on trial)	✓
RMBC LANDLINE	✗
PRINTER	✗
RMBC BROADBAND	✗
STANDARD MOBILE PHONE	✓
eCASEWORK	✓
BLACKBERRY	✗
MONITOR (if a laptop has been issued)	✓
3G DONGLE	✗
DOCKING STATION	✗
HEADSET	✗
SMARTPHONE (where data is required)	✓
DESKTOP PC	✗
ORANGE BOOKS	TBD

Where a service is being ceased then this will not happen until the relevant contract reaches its natural end point.

### 7.3 Future Developments

Computing is a particularly fast moving field. It is recommended that RMBC's Corporate ICT department continue to monitor and test developments in this field with a view to taking advantage of the efficiencies and savings offered by emerging technologies where a clear business case exists to do so.

## 8. Finance

The RMBC ICT Strategy (2011 to 2015) includes an increase in mobile working among RMBC Members and employees as one of its aims. The ICT Strategy capital budget includes provision for the purchase of tools to foster more agile working.

The financial impacts of the rationalising Member ICT provision will vary depending on which options are taken how many Members choose to avail themselves of each

service. Further complexity is introduced when we consider that the various services currently used by Members will have varying contract end points and, therefore, varying trigger points from which savings can be realised.

## **9. Risks and Uncertainties**

If we do not continue to provide appropriate technology for Members and officers we will be unable to offer Members the technology they prefer, achieve the efficiency savings described above or deliver the Council's ICT Strategy.

## **10. Policy and Performance Agenda Implications**

Policy and Performance issues are considered elsewhere in this report.

## **11. Background Papers and Consultation**

- Deputy Leader Report – Tablet Computing for Members (March 2013)
- RMBC ICT Strategy (2011 to 2015)
- Procurement colleagues have been consulted in the production of this report.

## **12. Contact Names:**

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