



GA.06 16/17

Governance and Audit  
Committee

21 June 2016

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**Subject: Member Development**

Report by:

Director of Resources

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Purpose / Summary:

To set out progress to date and proposals for the future of Member Development.

**RECOMMENDATION(S):**

1. That Members endorse and support the proposed Development Plan
2. That the Governance and Audit Committee agree to review the progress and implementation on an annual basis.

## IMPLICATIONS

**Legal:** Members must receive training on certain previously agreed Committees or the Council could be open to judicial review.

**Financial :** [Fin-37-17](#)

All development to be funded from previously agreed budgets

**Staffing :** None directly from this report

**Equality and Diversity including Human Rights :** N/A

**Risk Assessment :** N/A

**Climate Related Risks and Opportunities :** N/A

**Title and Location of any Background Papers used in the preparation of this report:**

None

### Call in and Urgency:

**Is the decision one which Rule 14.7 of the Scrutiny Procedure Rules apply?**

i.e. is the report exempt from being called in due to urgency (in consultation with C&I chairman)

**Yes**

**No**

**X**

### Key Decision:

A matter which affects two or more wards, or has significant financial implications

**Yes**

**No**

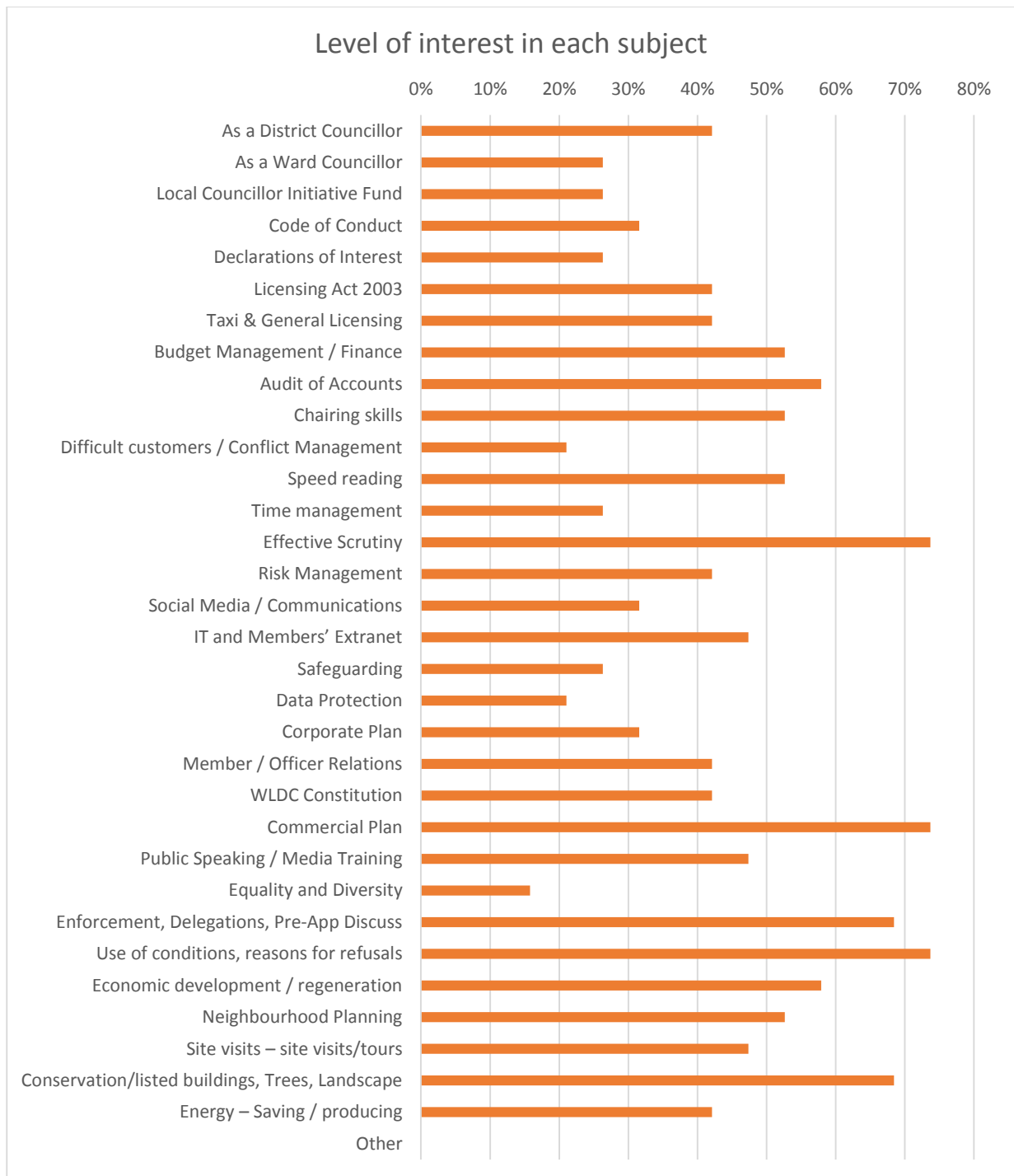
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# **1 Introduction**

## **1.1 Member Development**

- 1.1 West Lindsey District Council is committed to providing quality services and elected Members are integral to achieving the Council's aims and strategic objectives.
- 1.2 The Council is working to support the development of all its elected Members to enable them to perform effectively in their roles and to develop to meet the future challenges.
- 1.3 Following the successful Induction programme undertaken post-election in 2015, a survey was undertaken in January 2016, asking what sort of training Members would like to see provided, the results of which are attached as Appendix A to this report. This survey incorporated a list of planning related topics which had been suggested at a workshop held in the latter part of 2015, and these have already been set in the timetable for the year.
- 1.4 It is recognised that councillors live in many different parts of the district and some may live some distance from the Guildhall. Their time may be limited, therefore a flexible approach to the delivery of learning and development will be adopted wherever possible. This will make use of the different development methods available and meet the needs of all the Council Members.
- 1.5 It is anticipated that on-line development should be available shortly, for both generic and bespoke topics. Participation and completion of courses will be able to be monitored to produce usage statistics.
- 1.6 All training courses are evaluated. It is important to carry out an evaluation so that better focussed learning and development opportunities can be provided and help define future development objectives.
- 1.7 Levels of attendance at all training events is collated and this information is shared with group leaders.
- 1.8 Training sessions will be open to all elected and lay Members.
- 1.9 The current Member Development Plan is Appended to this report.

Analysis of results from the 2016 Survey (19 responses received)



## Training to be scheduled during 2016-17

As a District Councillor	Online
As a Ward Councillor	Community Leadership - Online
Local Councillor Initiative Fund	Summer 2016 (Grant White)
Code of Conduct	Alan Robinson – Autumn 2016
Declarations of Interest	
Licensing Act 2003	Alan Tolley 27 June 2016
Taxi & General Licensing	Alan Tolley 12 July 2016
Budget Management / Finance	Statement of Accounts September 2016 Treasury Management February 2017 Value for Money March 2017
Audit of Accounts	
Chairing skills	Online
Difficult customers / Conflict Management	Assertiveness - Online
Speed reading	External – LgiU? - Winter 2016
Time management	
Effective Scrutiny	External – LinkUK? Autumn 2016
Risk Management	Audit
Social Media / Communications	Online
IT and Members' Extranet	Internal – Autumn 2016
Safeguarding	Online
Data Protection	Online
Corporate Plan	Internal – James O'Shaughnessy tbc
Member / Officer Relations	Chairmen and Lead Officers tbc
WLDC Constitution	Alan Robinson tbc
Commercial Plan	6 monthly – Penny Sharp
Public Speaking / Media Training	Communication and Engagement - Julie Heath/Grant White
Energy – Saving / producing	Karen Lond & External tbc

Scheduled Planning related training – to which Parish Councils have also been invited.

Date	Time	Title	
9 February 2016	6.30pm	Planning Enforcement Delegation to Officers Pre-application discussions – Procedure	completed
19 April 2016	2pm	Use of Conditions Reasons for Refusal	completed
14 June 2016	2pm	Economic Development/Regeneration	
16 August 2016	6.30pm	Neighbourhood Planning	
8 December 2016	6.30pm	Conservation Areas/Listed Buildings	
16 February 2017	2pm	General Planning Training	

# Member Development Plan

## **Member Training and Development Plan Introduction from the Leader and the Chief Executive**

Everyone needs to have the right training to do their job if they are going to be able to perform their duties efficiently. In the demanding and fast changing environment of local government, Councillors more than ever before, have a responsibility to make sure they get the training they need to serve their constituents.

It doesn't matter whether you are:

- a newly elected Councillor
- a long-serving Member of the Council or
- in a new position on a regulatory committee such as Licensing or Planning.

Whatever your role within the Council, you need to be trained and developed to help you do the things you need to do more efficiently and more effectively.

This Member Development Plan has been put together

- to ensure that you have the opportunities to develop and
- to provide you with the professional skills you need to carry out your role as an elected representative.

You owe it to yourself, the people you represent and the council itself to take advantage of the Member Development Plan. The plan will ensure that you are fully equipped to serve the needs of the wider community of West Lindsey. We hope that you will also take the opportunity to attend the sessions on offer.

Councillor Jeff Summers  
Leader of the Council

Manjeet Gill  
Chief Executive



## **Declaration of Commitment to Member Training and Development**

West Lindsey District Council is intent on meeting the needs of its community. We are committed to the training and development of our elected Members and understand the need for continuous improvement.

We will fully support our Members and help them to play their vital role in modernising local government, by:

- having a statement of intent
- ensuring that all Members are made aware of training and development opportunities
- having a process to identify individual development needs, which involves Members
- having an officer allocated to assist Members and groups in identifying needs and providing information on resources
- having a plan to meet the training and development needs of elected Members
- implementing the plan.

Councillor Jeff Summers  
Leader of the Council

Manjeet Gill  
Chief Executive

## 1. Introduction

West Lindsey District Council's Elected Members seek to serve the communities they represent and the District as a whole to the best of their ability. To do this, the Council has committed itself to ensuring that all Members are supported in developing the necessary skills required to perform their duties effectively.

It is the role of elected members to develop relevant policies, to represent the needs and interests of the whole district and the communities and to be an advocate for their community.

Members have a responsibility to contribute towards the good governance of the area and to encourage public participation and involvement in decision making.

It is also the duty of members to respond to constituency local queries impartially and fairly, to be involved in decision making and maintain the highest standards of ethics and conduct.

To support this aim this plan has been developed and sets out the vision and aims of Member Development, the values to which the Council will adhere and how development will be identified, delivered and managed. It is consistent with the Council's overall vision as set out in the Corporate Plan.

This represents a considerable commitment by the Council. However, the wide range of responsibilities faced by Elected Members require this level of commitment and it is essential if we are to achieve the future priorities within the Corporate Plan.

## 2. Context

People who are elected as Members will have their own political views and core social values. They will receive political leadership and support from their political group.

This Plan is about the dedicated support that will be given to Elected Members to help them fulfil their roles and contribute to the success and objectives of the Council.

This Plan also recognises that Elected Members are volunteers. It strives to help them seek a balance between their demanding roles inside and outside the Council.

### 3. Vision, Values and Behaviours

The vision for the Member Development Plan is that all Elected Members have all the necessary skills to perform effectively in their current or potential future roles for the council and to contribute to the delivery of the six Themes of the Corporate Plan.

- (a) Open for Business
- (b) People First
- (c) Asset Management
- (d) Central Lincolnshire Local Plan
- (e) Partnerships/Devolution
- (f) Excellent Value for Money Services

To help achieve this vision the key values that underpin the strategy are :  
(following the staff/member workshops that took place last year)

We Focus on Communities and Customers First, we will:

- listen, understand and respond to all our community and customer needs
- deliver community and customer needs
- help communities and customers to help themselves
- have effective networks with our partners and communities
- supply information and deliver services that customers can rely on and trust.

We are Creative and Business Smart, we will

- know what our priorities are
- give solutions that improve income or streamline overhead costs
- understand our finances and costs
- encourage brave ideas, seize opportunities and take managed risks
- work efficiently and concentrate on the things that make a difference
- see mistakes as opportunities to learn, develop and grow

We are a “Can-do” Council, we will

- think positively
- be adaptable and flexible in all that we do
- understand and evaluate the risks
- sort out and own problems and solutions
- embrace new ideas, put them into action and make changes
- embrace new technology to help us with new ways of working

We are One Council, we will

- get everyone involved in making informed decisions
- respect each other

- work together for the benefit of all
- value and make use of the skills of all staff, partners, Councillors and the community
- be open, honest and trust each other
- all take responsibility in managing health and safety risks

We Communicate Effectively, we will

- aim to use language that is understood by everyone
- use consistent messages
- check that people understand the messages
- actively seek constructive comments and feedback from the community, partners, councillors and staff
- provide clear and constructive feedback.

## 4. Aims

The plan has the following aims:

1. To create a clear framework for the development of Elected Members based upon their individual needs and the needs of the Council as a whole.
2. To ensure all Elected Members have the skills that are at a level that is at least suitable for their roles and responsibilities.
3. To ensure Elected Members have the skills and knowledge necessary to lead the delivery of high quality public services for West Lindsey District Council through the new ways of working.
4. To ensure that Elected Members feel confident to undertake their roles.
5. To ensure that all Elected Members are fully aware of their responsibilities and accountabilities, legal requirements and matters of probity.
6. To support the continued development of Elected Members and help prepare them for roles that they may fulfil in the future.
7. To ensure a consistency of approach to Elected Member development.

## **5. Overall Management and Monitoring of the Plan**

The Governance and Audit Committee will:

1. Regularly review the plan to ensure that it continues to meet the needs of Elected Members and the Council.
2. Approve the methods of identifying and assessing Elected Member development needs.
3. Identify factors either within or outside the Council that may create training needs such as changes to service delivery mechanisms or legislation.
4. Identify the appropriate training required as relevant to the various roles undertaken by Elected Members.
5. Identify which Elected Members may have the skills and knowledge to act in a role as trainer or facilitator for other Elected Members and provide the support required to undertake this role.
6. Recommend suitable and cost-effective development programmes.
7. Monitor how training and development is being carried out, and its effectiveness.
8. Monitor Elected Member involvement in the training and development provided and take relevant action, as required, to improve attendance.
9. Monitor the use of and resources required to support the Elected Member development plan including identifying sources of external funding and potential for partnership working/shared training delivery.
10. Produce annual report on member development for Governance and Audit Committee.

## **7. How Member development needs will be met**

Firstly and most importantly if we can facilitate training jointly with officers, partners or other authorities we will. In order to support the diverse development needs of Elected Members and learning styles and range of individual circumstances, development needs will be met from a range of options. In some cases these can be delivered through the Council's own internal resources. Where necessary, however, the council will identify and buy in specialist providers with proven track records of effectiveness and value for money. If enough members need the training it will be facilitated at West Lindsey District Council premises.

Potential development delivery methods may include:

- Training courses
- Informal in house briefings and workshops
- External conference and seminars
- Written learning materials
- Peer mentors
- E-learning packages
- Visits to other councils or relevant partners
- Shadowing opportunities
- Sharing of knowledge amongst other Elected Members
- Research or preparation for speech delivery or scrutiny for example, with potentially preparation of case studies for others to benefit from.

Elected Members will be encouraged to be involved in the development of fellow Members where appropriate by leading workshops, disseminating expert knowledge and offering mentoring. The delivery of these activities will also be considered as contributing towards Member's own continued professional development and can be a method of achieving items on their personal development Plan.

## **8. Resources**

Each year the Council will identify the resources that can be devoted to Elected Member Development. These resources will include:

- Financial budget and any other support available
- Member support staff within the Democratic Services/HR Teams Places available/sponsored through external funding on specific programmes (for example Leadership Academy)
- Relevant opportunities for learning through seminars, conferences or visits hosted by partners.

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