Coventry City Council

Scrutiny Co-ordination Committee	**23 January 2013**
Cabinet Member	**31 January 2013**

Name of Cabinet Member:
Community Safety and Equalities – Councillor Townshend

Director Approving Submission of the report:
Assistant Director - Democratic Services

Ward(s) affected: None

Title:
Member Training and Development Programme 2013/14 and 2012/13 Update

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Is this a key decision?
No

Executive Summary:

This report provides options for delivering the 2013/14 programme for member training and development following consultation with Council members and officers. This is in line with the objectives in the Council's Member Training and Development Approach. The programme covers strategic, corporate and mandatory issues and personal skills development. It takes into account individual member requests for training and development arising from this year's Personal Development Plan (PDP) process and lessons learnt from evaluating previous training. Two focus groups are being held with members in mid-January to obtain feedback on the current and proposed training programme. This feedback will be shared with Scrutiny members.

An update is also given of delivery of the 2012/13 programme against the objectives set, identified needs and the budget. To date, 72% of training and development needs have been met, and the target of 90% is expected to be met. It is anticipated the budget of £23,773 will be underspent by £4,700 mainly in group budgets and not having to purchase a separate elearning package. Successes of the current year include the Leadership Academy with 5 members attending this year. The focus in the remainder of this year is on the Member Development Charter reassessment and launching the Accredited Member Certificate course, in partnership with Coventry University. The proposed budget spend for 2013/14 is £23,919.

Recommendations:

The Cabinet Member is asked to:
1. Approve the Member Development Training programme for 2013/14 and associated budget of £23,919 as set out in Appendix 5 (Option B).
2. Note the projected 2012/13 spend of £19,123 and 2011/12 outturn spend of £12,592.

Scrutiny Co-ordination Committee is requested to:
1. Consider whether there are any comments or recommendations that the Scrutiny Co-ordination Committee wish to make to the Cabinet Member (Community Safety and Equalities).

List of Appendices included:
Appendix 1. Coventry City Council Member Training and Development Approach
Appendix 2. Accredited Qualification Framework
Appendix 3. Updated Budget for Member Training 2012/13.
Appendix 4. Needs identified for 2013/14 from member Personal Development Plans
Appendix 5. Training programme potential solutions to meet needs 2013/14

Other useful background papers:
None

Has it been or will it be considered by Scrutiny?
This report will be considered by ScruCo on 23 January 2013

**Has it been or will it be considered by any other Council Committee, Advisory Panel or other body?**
No

Will this report go to Council?
No

Report title:
Member Training and Development Programme for 2013/14 and 2012/13 Update

1.   Context

1.1   The Council Plan 2011/14 states that, as part of delivering our vision and values and improving the way we work, members are well supported. This report is part of an annual cycle for setting priorities planning and delivering member training and development.

1.2   On 19th January 2012 the Cabinet Member for Community Safety and Equalities agreed the 2012/13 programme with a total spend of £23,773 against the 2012/13 budget of £24,091 for member training. At the same meeting, the strategic approach to Member Training and Development was set (see Appendix 1).

1.3   Coventry was awarded the primary level of the West Midlands Member Development Charter in December 2008 and has been has been due for reassessment since November 2011. However, West Midlands Councils (WMC) no longer has funding in place for this. In response, Coventry has been working with other local authorities in the regional Member Development Network to develop a cost-effective streamlined revised Charter process which maintains the same standards and integrity; this was approved as part of the 2012/13 budget (maximum of £1,000). This process would take place every 3 years.

1.4   For context, 54 training events were held in 2011/12, plus external events via national and regional bodies such as WMCs and LGA.   Of the 39 learning needs identified through the PDP process 90% of these were met through the budget against target of 80%. The final outturn for the 2011/12 member training budget was £12,592. The initial agreed spend was £22,899 and revised in the January 2013 Cabinet Member report to £16,476. The underspend of £3,884 was due to reduced expenditure on Group budgets (£991), contingency funds (£604) and Code of Conduct training (£2,000).

1.5   Overall satisfaction for member development was very high as measured in the 2012 Member Satisfaction survey: 95% against a target of 85%. The 'very satisfied' rating increased to 42%, the highest since this began to be measured in 2007. A breakdown of satisfaction results for member training is shown below.
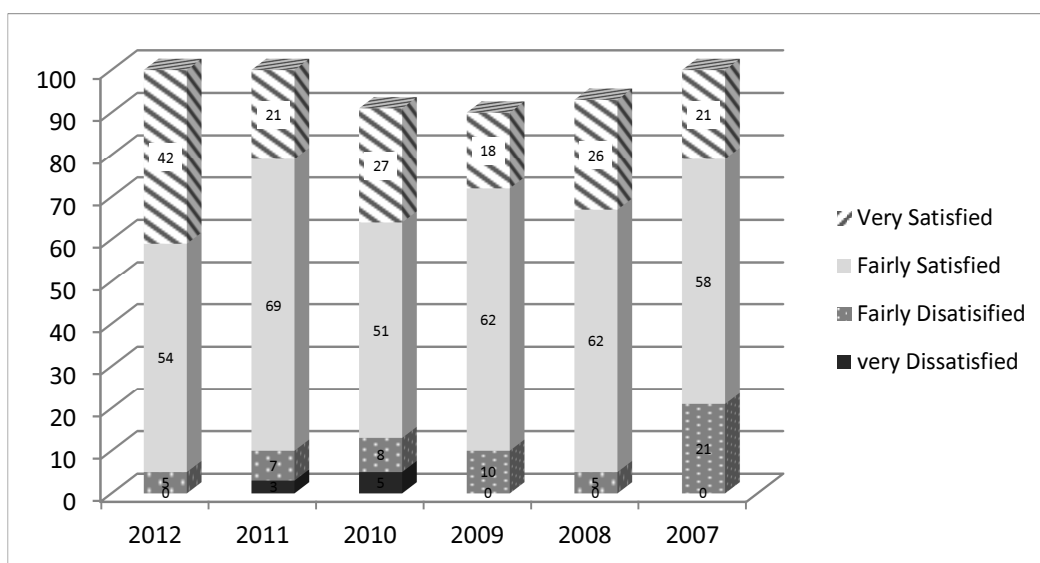
1.6   Other key points from the survey were
- 95% of the members were satisfied with the relevance of development opportunities
- 100% of members satisfied regarding communication of events.
- 87% prefer the format for delivery of formal courses, conference and events.
- the most valued courses were accredited ILM course, Leadership Academy.

2.   Options considered and recommended proposal

Expected spend for 2012/13

2.1   The total spend for 2012/13 was agreed by the Cabinet Member on 19 January 2012, as being £23,773 against an available budget of £24,091. It is anticipated that the member training and development spend for 2012/13 will be £19,123 (see Appendix 2). As outlined in Section 1, the final outturn for 2011/12 was £12,592.

2.2   The anticipated underspend of £4,650 in 2012/13 is mainly due to a low spend on Group budgets (£3,470 underspend to date) and not purchasing an off-the-shelf elearning package (£1,000). To date, the Group budgets have been used to fund 4 external events for 5 members. It is also anticipated that the Contingency pot will be underspent by £800. Code of Conduct training was delivered internally during 2012.

2.3   Current commitment on the contingency budget stands at £2,150, against a budget of £3,000. This includes £1,000 for possible costs of Charter reassessment in January-March 2013, although this should come in under budget.

2.4   The 2012/13 programme originally contained 39 activities or events. By the end of 2012/13, 36 of these will have been delivered. In addition, a further 14 events have been planned and provided to members. Of these, 7 have had associated costs that have been funded via Group and contingency pots and 6 have been delivered free of charge. This year there have been 13 bookings across 5 Leadership Academy events. These courses have been fully or heavily subsidised by the Leadership Academy and are usually £500 per weekend course. This has resulted in savings of £5,900 for additional training for members this year.

2.5   There is still some outstanding spend (£1,500) on the modules that Coventry University is delivering this year; these will be finalised and delivered before the end of March 2013.

Evaluation of member training 2012/13 to date

2.6   It is anticipated that 50 events will have been offered to members by the end of the year delivered via courses and e-learning. Sixty eight learning and development needs were identified for individuals through PDPs, which were planned to be met in 39 events. To date, 49 (72%) of these needs have been met against a target of 90%. It is anticipated that the 90% target will be met by March 2013.

2.7   The sources of information used for evaluation are:
- new member induction survey
- end of course evaluation questionnaires ('happy sheets')
- PDPs for members
- personal feedback to the Training and Development Advisor
- feedback from member Focus Group and scrutiny members.

2.8   An induction programme for 8 new Councillors ran throughout May and June delivering 17 sessions covering 16 topics so members could "pick 'n' mix" depending on their personal requirements. These included mandatory training for new and existing members with 4 events were delivered by external providers. Members were also provided with individual sessions on request.   To help members settle into their new roles, they were each allocated an appropriate officer buddy to answer questions where possible and signpost to others.

2.9   The remainder of the programme covers non-induction events as described in Appendix 3. Non-forecasted events that have been supported via the Group and contingency budgets are also listed. These have included events provided via West Midlands Councils, LGA events, Westminster Briefings. Coventry has also hosted pilot training sessions for the LGA on social media which was also attended by members from Stratford and Warwick.

2.10 Interest in accredited programmes continues with 3 members successfully completing Institute of Management (ILM) qualifications at level 3 and 4. In addition, 5 members are currently attending the Leadership Academy Main Programme which provides automatic membership to the ILM. Feedback has so far has been excellent.

2.11 Strong interest continues for specialised Leadership Academy events with an additional 8 bookings for Young Councillor, Black and Minority Ethnic (BAME), Young People and Sport academy events. Over the last 18 months 29 bookings have been made for members on Leadership Academy courses.

2.12 The impact of the Localism Act required all 54 members to be updated on the new code of conduct requirements. To date 39 have received training and so further sessions have been planned for early 2013.

2.13 All mandatory committee training is up to date. Other mandatory courses such as Equality and Diversity and Health and Safety and Corporate Parenting have had a low take up this year. Therefore a fresh approach is planned for 2013/14 programme to tackle this. That includes condensed course and e-learning.

2.14 Average attendance per event remains steady showing at 6.8 against average attendance last year of 6.4. The highest attendance levels for any topics this year were: Code of Conduct (39), Making Every Contact Count (16) and Fire Authority Licensing at (24).

Activities to take place in the remainder of 2012/13

2.15 Coventry, Dudley and Sandwell will be the first assessed for the revised Member Development Charter using the new criteria in early 2013. In preparation for reassessment the member training and development programme has been developed using the Charter standards, the Local Government Association's Political Skills Framework for members, the Council's strategic needs, and evaluation of previous programmes.

2.16 Following interest shown by 9 members during PDPs in 2011, work has continued throughout the current year on an accredited qualification in partnership with Coventry University. The course has been aimed at getting members a formal qualification for what would be considered core training such as (Code of Conduct, planning, HR appeals, legal challenges), corporate skills such as scrutiny and behavioural skills e.g. presentation skills, influencing, and conflict resolution.

2.17 The new accredited qualification that is being developed with Coventry University will be called a Certificate in Local Governance and Law, worth 40 Level 1 credits. Credits may be used against other courses where applicable e.g. Open University courses at undergraduate level. Members can dip into modules to suit their needs or do the full qualification. The accreditation is an add-on to what we normally would provide and therefore represents good value for money. A framework has been agreed (see Appendix 3) and is currently undergoing through the University's 4-stage approval process. It is intended that the qualification will be through this process by the end of January so a launch and enrolment can commence and it will run January 2013 to January 2014.

Feedback which has been used to drive the 2013/14 programme

2.18 The induction programme was evaluated using a survey for new members and end-of-course evaluation questionnaires from each event. The survey reported 100% satisfaction ratings with the programme overall with 71% very satisfied. Further evaluation using feedback from six of the eight new members showed that, in addition to the 1 day induction briefing event, all six would prefer the remainder of the induction programme to run over 2 months than a suggested alternative of an intensive 3 day induction.

2.19 Feedback from members attending individual induction sessions was obtained. Sessions were attended by new and existing members. Positive comments were made throughout except for one course, where one individual did not value the tutoring style.

Licensing Act	"I would feel able to explain basic licensing principles to constituents concerned about a licensing issue". "Raised my awareness of issues around licensing and made certain that I was asking the right questions in committee".
Corporate Parenting	"Very relaxed but informative and with authority, ***? was great: I'm really pleased he gave up his time for us". "Good agenda for this type of session".
Speed reading	"Session went very well - could have increased on time to gain more from methods". "Relaxed, friendly, open session".
HR Appeals	"I have a greater understanding of the HR appeal process now". "Training made me think outside the box".
Scrutiny	"Training was engaging, very suitable style of delivery". "Met needs very well especially regarding questioning skills".

2.20 Members have been asked to grade their level of knowledge before and after a session from 1 to 5. Knowledge has increased by an average of 2.6 points based on analysis of the end-of-course questionnaires. Comments made on these were overwhelmingly positive. Comments made after these courses and in PDPs include:

Code of Conduct-	"I know to be mindful of any change of circumstances "Delivery style was very good, thoughtful and trainer open to questions". "Would have liked more time, (some more time was given later in 1-2-1, which I welcomed)."
Planning School 2011 -	"Found that as shire districts have more funding that the event is biased towards their needs rather than urban authorities which are underrepresented on this course".
Sport Academy	"Following attendance I was able to access funding for a local Hockey Club. I have also secured services of a profession sport person to support future sports projects in Coventry".
Chairing Meetings	"The one thing I am practising is making sure that everyone is heard".
Weekender Course	"Made me realise how younger elected members in Coventry are valued compared to other authorities".
Leadership Academy Main Programme	"Absolutely one of the best courses I have ever been on!" "Calibre of tutors is excellent. The course makes you work at a high level. Delegates are a mix of good experience and ability".
Black and Minority Ethnic (BAME) Weekender	"As chairman of local BAME councillors this event allows me to network with other BAME members nationally and provides ideas to encourage BAME people to consider becoming elected members".
LGA Conference	"This event provides a good indication of current political thinking for members".
ILM 3 and 4 qualifications	"Qualification has provided tools that allow me to be objective when judging issues regardless of any strength of personal feeling I have". "I have used some of the problem solving techniques from the course on my task and finish group".

Licensing – Fire Authority	"Excellent session. I will now make more site visits to premises as info provide does not always tell you everything". "Met objectives for attending 100%". "It will make me look at public safety with a wider perspective".
Make Every Contact Count	"Very good session". "Would have liked to have had training in regard to approaching people". "this was billed as a drop-in session but it was really a briefing session –I had to leave early"

2.21 In addition to the evaluation PDPs discussions have taken place in October and November 2012. Common themes and issues raised in PDP discussions and interim evaluations are summarised and categorised below:

2.22 General issues
- Coventry City Council has re-joined LGIU and it is anticipated that members may want to attend some of their events.
- Following the ICT update this summer and subsequent training it is clear that some members require further support.
- Members are accessing the intranet for course material and training and development information.

2.23 Corporate aims and objectives
- Audit committee have recently been externally assessed by the Audit Commission and it is highly probable that learning and development needs will arise in 2013/14 following the report from the Audit Commission early in 2013.
- Members continue to want information reflecting on-going changes in planning with 5 planning-related requests for training made.
- Members have also been requesting sessions around finance (3 people), procurement (3) and corporate plans (1) to assist in understanding the current challenges facing the council.
- Following the ICT update of equipment, some 1-2-1 support is still required for ICT software, the use of Smartphones and iPads.

2.24 Strategic and mandatory training
- Some areas of mandatory training continue to have a low take up due to the time-commitment required.
- Although there has been limited take up of mandatory training some members were keen to update mandatory skills with a total of 7 members requesting corporate parenting course, 3 health and safety and 2 equality and diversity.
- As there are no elections in 2013, no induction programme will be running. Mandatory committee and code of conduct will still be required along with some addition support for members in new positions following the next AGM.
- Members continue to want on-going training on the impact of recent legislation, in particular the Welfare Reform Act (4), and localism (3).
- Despite 30% of members saying they would use e-learning, take-up is low.

2.25 Individual Skill Requirements
- 29 requests were made for training that is contained in the accredited qualification.
- Social media remains a key area of member interest, especially for engaging with local communities (10 people). It has been included in the accredited programme and will also be run in future separate events.
- There have been 15 requests that would be categorised as soft skills.
- Members continue to value Leadership Academy with 5 members have expressing an interest in Specialised Leadership Academy events.
- Members are still continuing to feel a squeeze on their time in regards to attending training especially if they are working full time.

- Members are using the internet more with increased hits on the member development training site.
- With no new members in May 2013 and no requests for it, the Leadership Academy main programme is not included in 2013/14's planned programme.
- The 2012 member satisfaction survey shows 87% prefer courses to elearning etc.

Training and development programme for 2013/14

2.26 The strategic approach to member training and development is set out in detail in Appendix 1. This approach has been updated to include a commitment to the West Midlands Development charter and is summarised in the diagram below:-
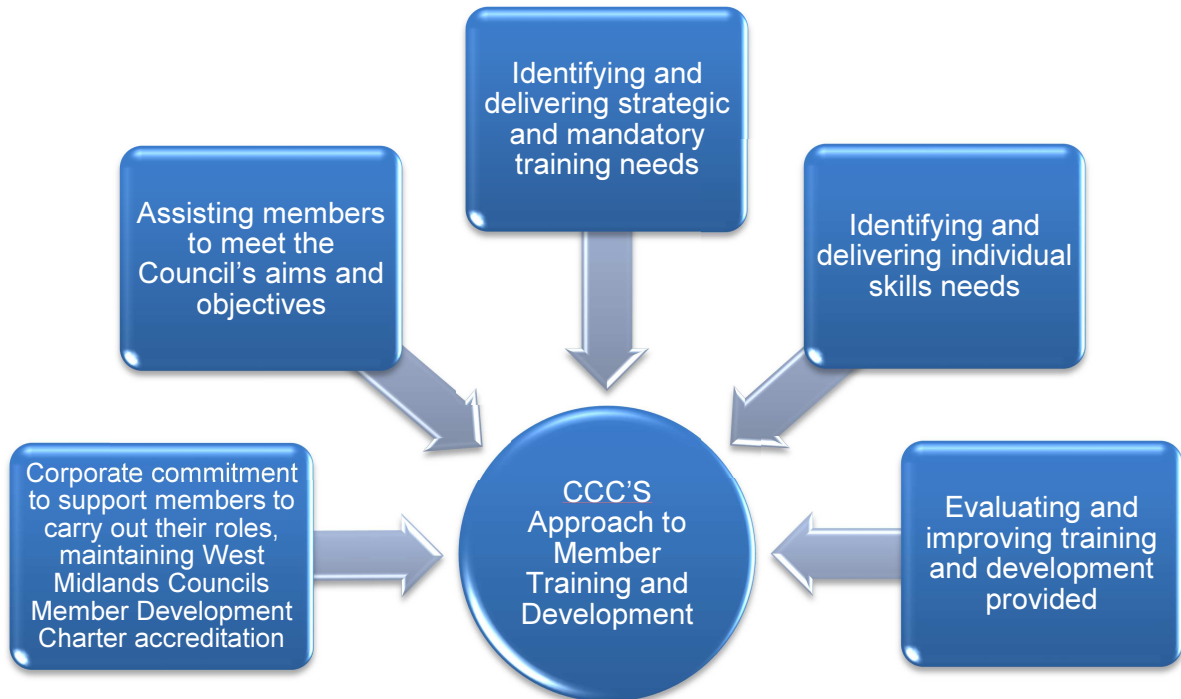
2.27 The full schedule of events planned for 2013/14 with costs is contained in Appendix 5. The proposed programme for 2013/14 includes:
- reference to the LGA's political framework of skills in regards to activities.
- a structured programme of support for members meeting our corporate aim that members are well supported.
- modules within the accredited qualification (Certificate in Local Governance and Law). These modules will be run annually.
- priorities agreed by key members and officers around strategic issues such as planning changes, localism, health reform, finance and mandatory committee training.
- a new approach for increasing take up of non-committee based mandatory training.
- needs and requirements raised during the PDPs .
- common themes arising from the evaluation.

Strategic and mandatory training needs

2.28 Strategic issues addressed through training will include mandatory, committee and legislative training to ensure members are able to perform their roles effectively.

2.29 There will be no induction programme required for 2013 and therefore effort during the beginning of the year will be concentrated on mandatory training, the accredited course and getting charter status.

2.30 The contingency budget will be used to fund Audit committee training and development following audit commission feedback

2.31 Members will be offered condensed mandatory 2.5 hour courses that cover Safeguarding, Health and Safety, Equality and Diversity which will be held throughout the year. This will offer a time saving option for members to meet mandatory requirements. A further option of e-learning will be available for those who cannot attend.

2.32 Localism (£375), HR Appeals (£750), Planning Overview and Judicial review will be met annually through the accredited programme. Content will be reviewed and updated each year as appropriate.

2.33 Other strategic and mandatory training will be delivered by external suppliers as follows:
- Code of Conduct – delivered by Coventry University as part of accredited course at a cost of £375.
- HR Appeals – delivered with external support at cost of £750.
- Licensing Act 2003 – delivered by Institute of Licensing at £1000
- an overview of planning delivered via the accredited course and planning committee training will be delivered internally (375).
- specialised planning (i.e. Localism related) training will be delivered in-house and where possible via sharing learning with other LAs. Site visits will be used where appropriate to illustrate training.
- an overview of Localism will be provided through the accredited course with (£375) and an internal specialised course on localism and planning.
- Welfare Reform – an external event will be run that will focus on impact of reforms across housing, benefits and disability.

Individual needs

2.34 Members have been encouraged to put forward training needs via PDPs, self-assessment, or self-selection throughout October and November 2012. Twenty six members have engaged in identifying of their needs and 4 have confirmed they had no current needs.   In total 4 Conservative and 22 Labour members have taken part on the process. The training needs arising from PDPs are shown in Appendix 4 and have been categorised using the LGA's Political Skills Framework. These needs have been translated into possible training delivery options.

2.35 The PDP process identified a total of 115 learning and development needs for members. Some of these needs will be met by the current budget such as social media (10) and localism to be delivered via Coventry University. However these form part of the accredited qualification and will be available each year. The remaining needs will be met through the 2013/14 programme (Appendix 5).

2.36 Annual events such as LGA Conference (5 places) and Planning Summer School (2 places for chair and deputy) are traditionally funded through the member training budget as these remain key annual events for particular members. Fully subsidised annual LGA events will continue to be offered to appropriate members.

2.37 Soft skills requests will be met through a combination of the accredited course (9) and 1 day external session covering 3 additional topics (6). It is intended to offer additional support for those requiring it following the ICT upgrade.

Improvements for 2013/14 following evaluation feedback

2.38 To provide additional channels for feedback from members there will be an annual member Focus Group session where members will be able to feedback their opinions on previous and proposed training programmes. One such session was held on 9 January 2013.

2.39 When advertising courses, members will be reminded which council objectives within the Council Plan the training is contributing to.

2.40 Although communication with members is good it is intended to trial SMS texting in addition. This will allow text reminders to be sent to member's phones when they have booked on training and prevent non-attendance.

2.41 Following charter assessment we will be able to focus additional improvements to member development.

2.42 *'Coventry City Council's Approach to Member Development'*, which was agreed in January 2011, has been amended to reflect the improvements. The Approach and changes to it are shown in Appendix 1.

Delivery channels

2.43 The training programme takes into account learning preferences of members established through the PDPs and includes a mix of formal courses, 1:1 sessions, and e-learning. In addition online support, a community hub, books, and IT support is provided. For members who cannot attend events, course materials will also be made available. All channels of delivery are listed in appendix 1.

2.44 A workshop will be run to introduce members to the corporate e-learning system to promote it to members.

2.45 Member Development resources and documents have been added to the intranet with clear guides on accessing training.

Options for final programme and setting the budget

2.46 Appendix 4 sets out all the demands for 2013/14. The number of needs raised (115) is an increase of 47 above the level in 2012/13 (68).

2.47 Group budgets are needed to fund external conferences, seminars such as LGA, LGiU, Westminster Briefings, and Group events: however they have been largely underspent in the last 3 years. It is anticipated that that requests for LGiU event may increase considerably since the Council have re-joined. A reduced amount would still accommodate the increased demands on the overall budget. The Group budget would be divided proportionally between Labour group and the Conservative group. Options for the Group budget in 2013/14 are:

Option A
   Group budget last year was £4,000 and would bring the total budget to £24,919.

Option B
   To reduce this to £3,000 bringing the budget to £23,919.

2.48 To accommodate these additional requirements and maintain a lower budget, it is recommended to slightly reduce the Group budgets and retain a contingency fund of £4,500 to ensure member needs can be flexibly met following the Annual General Meeting.

2.49 The contingency budget will be used to fund the following:-
   - Audit Committee development activities
   - Possible RADA course
   - possible Leadership Academy main programme nominations.
   - individual needs arising following AGM
   - any other unforeseen costs

2.50 We maintain our commitment to value for money by continuing to source training solutions that are relevant to councillors' needs as well as negotiating discounts. We continue to make use of in-house expertise by having events at little cost, and in addition source free

or subsidised high-quality courses for members. Where appropriate training can also be shared with officers/authorities and re-charged proportionate to officer attendance.

2.51 The member training and development budget is £24,091. Based on demands set out in Appendix 5, under option B the 2013/14 training and development programme will cost £23,919 with an underspend of £172.

3. **Results of consultation undertaken**

3.1 Elected members are responsible for helping to identify their own development needs and all members are encouraged to take part in the PDP process or complete a self-assessment.

3.2 Both Group Leaders and the Cabinet Member for Community Safety and Equalities have been consulted in regard to training requirements as well as the key members and key officers across the council.

4. **Timetable for implementing this decision**

4.1 Once this programme has final approval, the training activities contained in this budget will be commissioned and training activities will commence from April 2013 onwards. Annual events will be booked following nominations and confirmations from relevant councillors. Monitoring of the effectiveness of training will be done via pre-course and post-course feedback sheets for individual events, the annual Member Satisfaction Survey, PDP evaluations, and the New Member Induction Programme Survey.

5. **Comments from Director of Finance and Legal Services**

5.1 Financial implications
The allocation of Member Training budget expenditure will be contained within the existing corporate budgetary provision of £24,091. The budget for 2013/14 will be confirmed by Council on 26 February 2013. If the recommendations in this report are approved, the estimated year-end spend for 2013/14 will be £23,919.

5.2 Legal implications
There are no legal implications arising from this report.

6. **Other implications**

6.1 **How will this contribute to achievement of the Council's key objectives / corporate priorities (corporate plan/scorecard) / organisational blueprint / Local Area Agreement (or Coventry Sustainable Community Strategy)?**
The training outlined in the budget contributes to the Council's core aims through the following:
  • The programme will ensures that members continue to be well trained and supported as defined in the Council's Plan for 2011/14. The programme also ensures that we meet our CWS directorate objectives to deliver high quality and cost effective support services to members.
  • The key responsibilities of each member are discussed in each PDP to establish any specific training and development required to assist in the performance of their current responsibilities and future roles they aspire to. Ensuring councillors are trained for current and future roles.
  • The Council's 10 corporate objectives were discussed at the start of each PDP meeting to ensure training needs were linked to Corporate Objectives. All costed events will be linked to these objectives.

By ensuring that councillors training and development needs are adequately met it is anticipated that they will be able to assist their constituents more effectively and effectively participate in their varied roles in the Council.

6.2 How is risk being managed?

As there are no local elections in 2013, there are no risks of members who have made requests not remaining in office. However, roles may change following the AGM; this may impact on learning and development needs. There are financial risks associated with subsidised courses. Members are advised of this and clearly notified when there is a financial penalty for non-attendance.

Non-attendance on courses is always a risk associated with the programme. We hope SMS texting to remind members of when they have booked a course will prevent this. We also continue to provide adequate notice of events, avoiding booking conflicts, offering alternate sessions, and ensuring courses are the best fit for members` requirements. All training events are advertised through the Members Bulletin, Weekly Diary, emails with follow-up calls, and hard copies posted where necessary.

6.3 What is the impact on the organisation?

On an organisational level the impacts are the need for appropriate training facilities and the time of internal officers who deliver any group or 1 to 1 training. By ensuring that councillors training and development needs are adequately met it is anticipated that they will be able to assist their constituents effectively and fully participate in their varied roles in the Council.

6.4 Equalities / EIA

We continue to try and make training accessible to all members by offering flexible training times and a variety of learning and development options.

6.5 Implications for (or impact on) the environment

Travel to some external venues for training will be required. Should any courses be shared with other local authorities travel to the venue will have some impact on any carbon footprint.

6.6 Implications for partner organisations?

None.

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Other members				
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Cllr Mutton	Leader of Council	-	8/1/13	8/1/13
Cllr Bigham	Chair	Scrutiny Co-ordination Committee	14/1/13	n/a

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Approvers for submission: (officers/ members)				
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A R Burton	Corporate Governance and Litigation Team	Finance & Legal	8/1/13	8/1/13
Bev Messinger	Director	CWS	19/12/13	7/1/13
Cllr Townshend	Cabinet Member	Community Safety and Equalities	19/12/13	7/1/13

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www.coventry.gov.uk/meetings

Appendix 1.
Coventry City Council's Approach to Member Training and Development
(updated January 2013- revisions shown in shaded text)

Elected members need high quality training and development to be able to carry out their roles effectively. Every member, whether newly elected or with many years of experience, has a duty to themselves, their fellow councillors and their electorate to ensure they have the skills and knowledge to carry out their wide range of roles as effectively as possible.

Coventry Council initially received the West Midlands Charter for Member Development in 2008. The Charter status recognises the Council's commitment to developing its members to ensure they can carry out their roles effectively, that corporate and strategic needs are met and there is sufficient personal skills training and development.

The Council's member development and training programme consists of:
- A corporate commitment to supporting members in carrying out their roles effectively *including maintaining accreditation of the West Midlands Councils Member Development Charter.*
- Assisting members to meet the Council's aims and objectives
- Identifying and delivering strategic and mandatory training needs
- Identifying and delivering individual skills needs
- Evaluating and improving training and development provided

Whilst each year the member training and development programme is designed to support all members, its effectiveness depends in part on the take up and active participation of members, taking responsibility for their own development.

A corporate commitment to supporting members to carry out their roles effectively

The Council's vision and objectives are set out in the 2011-2014 Council Plan. One of the 10 objectives relates to member support:

Vision and objectives (extract)
The way we work
(10) Transforming the council by supporting councillors and staff

There are a number of benefits to having a structured approach to member development. The benefits to the council will be for it to take a corporate approach towards learning and development to enable it to achieve the objectives and priorities set out in the Council Plan and maintain effective corporate governance. The benefits to communities and citizens of Coventry will be through members gaining the necessary skills to be effective community leaders. Effective development and support helps local councils attract election candidates.

Assisting members to meet the Council's aims and objectives

Members need to have the appropriate skills to take decisions and monitor or scrutinise the Council's work. Members need to know at least a little about a wide range of subject areas, as well as how the Council works and how decisions are taken. An effective development programme will assist members in delivering the Council's aims and objectives.

Induction for new members is crucial to enable them to be effective in their roles and learn about the specific requirements of local governance. Whilst existing councillors have more experience, continuing training helps to ensure skills are updated.

Identifying and delivering strategic and mandatory training needs

There are a number of corporate, strategic or cross-cutting issues which all members need to be familiar with, and to maintain up to date knowledge of. Examples include being aware of emerging government legislation, being aware of equalities and health and safety requirements or data protection policies.

Future issues are identified each year in consultation with Group Leaders, committee Chairs, feedback from member surveys, and the Council Plan.

Required skills for different members are set out in members' the LGA's 6 key Political Skills, which allow members to identify strengths and weaknesses.

Induction: A comprehensive induction programme is offered to all new Members following their election to office. They are also invited to a meet and greet session with the Chief Executive and the Heads of Service and key members. An induction day covers the council's constitution, corporate challenges, code of conduct and key services. New Members are also assigned a Democratic Services 'buddy' should they have any questions. In addition to the 'buddy scheme' Member Training can provide assistance in establishing mentoring relationships between new and more experienced Members.

Each political Group is also allocated a Group budget to meet the needs of either the Group as a whole, or of individuals belonging to that Group. This budget is in the control of each Group Leader.

Mandatory Training:
Some member training has been classed as 'mandatory' for members of Coventry City Council. This includes training relating to Planning committee, Licensing committee, Code of Conduct, members wishing to participate in HR Appeals and equality and diversity.   Each member is expected to refresh their mandatory training every three years.

In the case of Planning, Licensing and Appeals committees' members are required to undertake training before they are able to serve and take decisions on the committee. In general, members are encouraged to attend relevant training sessions for a committee of which they may wish to become a member.

Identifying and delivering individual skills needs

Members are able to shape their own development based on their individual needs. Learning and development required by individual members is identified through a Personal Development Planning (PDP) process. Each member of council has a personal development plan, which sets outs the roles taken on by the member and subsequent learning and development required. This will take into account skills and knowledge requirements set out within the Local Government Association's Political Skills Framework. The process will also take into account any previous roles undertaken, experience the member may have or learning and development already undertaken. These are updated as learning and development takes place. *For members not wishing to participate in a full PDP plan there are the 'lite' options of self-assessment of self-selection.* Members are invited to complete a self-assessment each year in order to

identify knowledge and skills gaps. All members are offered a one-to-one meeting with the Training and Development Advisor.

Relevant learning and development identified through the above will be arranged subject to a set of agreed criteria and where agreed, met from an allocation within the annual Member Development budget. Additional and ad-hoc training requests are financed through a group allocation which requires Group leader approval.

Channels for delivery:

We use a variety of ways to deliver training, such as:
- Training courses (accredited if possible)
- Informal in house briefings and workshops
- External conferences and seminars
- Written learning materials
- Peer mentors
- e-learning
- Visits to other councils or relevant partners
- Shadowing opportunities

In order to support the diverse development needs of Elected Members and their 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.

A hard copy library of resources is also available to Members in the Members corridor, and links to electronic resources are published on the Council's intranet, on the member development pages.

Timing and duration:
We recognise that our councillors are busy people and have many demands on their time. Therefore training activities are designed with this in mind, with shorter sessions, offered on a repeat basis, at different times of the day/week. An effort is made to avoid certain times such as school holidays and local events. Other distance-learning formats are used as well e.g. paper workbooks from the Local Government Association on a variety of subjects as well as books, DVDs and online support. This approach maintains an equality of access for elected members.

Publicising training and development opportunities:

Members are informed of training opportunities available to them in the following ways:
- email notification and in the Members' Weekly Bulletin
- Intranet pages member development section
- the annual Members' Handbook
- the Notice Board in Member Services
- *SMS texting*

External training courses and conferences are advertised to members where relevant, while guarding against information overload. Training opportunities are also planned with neighbouring local authorities and partner organizations if appropriate.

When Members are unable to attend a particular course, they will be sent the course materials and the contact details of the trainer if delivered internally. This will allow

councillors to review the course material and contact the officer for more Information if they need to.

Evaluating and improving training and development provided

Training is systematically evaluated in a number of ways. Individual programmes are evaluated through questionnaires for all participants immediately after an event. An annual member satisfaction survey asks for Member's views on training and development and a New Member Induction Satisfaction Survey provides feedback on the overall induction programme. Plans for personal development allow individuals to comment on how their training increases their personal effectiveness in their councillor role.

Plans for personal development planning will allow individuals to comment on how their training increases their personal effectiveness in their councillor role. Following each learning opportunity, members attending are asked to complete a feedback form to say how relevant the session was, if there was a trainer, whether they were effective, what members feel that they have got out of the session and how it may assist them in carrying out their roles.

Pre course and post course evaluation sheets for sessions are now provided for members attending training to measure improvement in skills/knowledge. Evaluation is expected of member's who attend external conferences and leadership Academy events arranged via member training. This is done through evaluation sheets and feedback to the member Training and Development Advisor following attendance at events.

An Focus Group comprised of members will also be run annually to provide feedback on previous and proposed annual programmes.

Feedback is used to inform our commissioning process and enables us to achieve continuous improvement in the services we deliver.

Resources and support

Member training and development will be delivered by the Training and development Adviser and the Assistant Director of Democratic Services with input from Corporate Workforce Development and other officers where appropriate. It will be reviewed annually. A dedicated budget is available for Member training and external funding will be identified where available.   Any expenditure on member training and development will be mindful of the need to prioritise limited resources and source cost effective solutions where possible.

Date: January 2012, Updated January 2013

Updated Budget for Member Training 2012/13.

Training solution	Ext/ Int	Demand from PDP's	Actual no. of attendees	Date ran or planned 2012/2013	Budget as set in Jan 2012	Actual Spend at Dec 2012	Anticipated spend by Mar 2013
MANDATORY TRAINING AND DEVELOPMENT FOR ALL RELEVANT MEMBERS							
1 session on Code of Conduct externally supported	TBC	3	39	May June & Sept Oct	750	0	375
Health and Safety (including lone working)	Int	1	0	31-May-12	0	0	0
Planning Training for Committee Members	Int	N/A	7	29-May-12	0	0	0
Licensing Act 2003 Training	Ext	N/A	9	22-May-12	1000	1012	1012
HR Appeals Training Part 1*	0	0	5	12-Jun-12	350	375	375
HR Appeals Training Part 2*	0	0	5	20-Jun-12	350	375	375
Equality and Diversity Awareness	Int	0	0	29-May-12	0	0	0
INDUCTION PROGRAMME (formal and 1 2 1 SESSIONS offered per INTERNAL SUBJECT)							
E-Learning							
Modern Councillor	Ext	14	All members	all year	1000	0	0
Political Understanding							
Understanding Decisions and Reports	Int	1	4	22-May-12	0	0	0
Planning: a guide for all Members	Int	N/A	9	29-May-12	0	0	0
Planning: and localism for all Members	Int	N/A	All members	May	TBC	0	0
Local Leadership							
Introduction to Ward Forums	Int	0	2	15-May-12	0	0	0
Partnership Working							
Corporate Parenting (Safeguarding)	Int	0	4	24-May-12	0	0	0
Partnership Working	Int	0	0	29-May-12	0	0	0
Communication Skills							
Document Management	Int	1	1	07-Jun-12	0	0	0
Information Security Management	Int	0	2	21-May-12	0	0	0
Media Skills	Int	1	4	16-May-12	0	0	0
Officer/Member Relationships	Int	0	8	13-May-12	0	0	0
Speed reading	Ext	1	5	14-Jun-12	350	412	412
Scrutiny and Challenge							
Overview and Scrutiny for new members	Int	tbc	5	16-Jul-12	448	519	519
Regulating and Monitoring							
Roles Quasi-Judicial Committees*	Ext	0	New-existing committee members	TBC	375	0	375
Local Government Finance Training	Int	1	3	23-May-12	0	0	0
DISCRETIONARY COURSES TRAINING AND DEVELOPMENT							
Political Understanding							
LGA Conference - 5 Places	Ext	5	5	28-30 June	2500	2285	2285
Local Leadership							
Leadership Academy – 4 places	Ext	5	5	Sept 2012- March 2013	4500	3000	4500
Localism*	Ext	54	7	4 Jul 12 + session in 2013	375	0	375
Casework system	Int	54	At members discretion	when live	0	0	0
Partnership Working							
LA - Guidelines for working with the travelling community	Ext	1	All members	Apr-12	0	0	0
Regulating and Monitoring							
Personal Licensing course	Ext	1	2	Dec-12	250	0	250
Planning Summer School	Ext	2	2	14-17 Sep 12	1500	1520	1520
Communication Skills							
Public Speaking and Chairing Meetings*	Int	5	All members	TBC	350	0	375
Basic NLP	Int	1	1	14-15 Feb 13	0	0	0
Coaching	Int	1	1	TBC	0	0	0
Using Social Media for your Wards*	Ext	5	5	5 July and 2013	375	0	375
Microsoft publisher e-learning	Int	1	1	TBC	0	0	0
PowerPoint	Int	1	1	TBC	0	0	0

Training solution	Ext/ Int	Demand from PDP's	Actual no. of attendees	Date ran or planned 2012/2013	Budget as set in Jan 2012	Actual Spend at Dec 2012	Anticipated spend by Mar 2013
Word	Int	2	2	TBC	0	0	0
Excel	Int	4	4	TBC	0	0	0
Outlook	Int	4	4	TBC	0	0	0
Additional training offered to members							
PAS	Ext	11	10	01-Nov-12	0	0	0
Fire Authority Licensing	Ext	12	24	26-Nov-12	0	0	0
Making Every Contact Count	Int	NA	16	21-Nov-12	0	0	0
Leadership Academy Sports Academy	Ext	1	1	10-11 Nov 2012	0	0	0
Councillor Road show for new members - localism	Ext	8	2	12-Sep-12	0	0	0
Police and Crime Commissioners Workshop	Ext	NA		18-Oct-12			
Leadership Academy Childrens Academy	Ext	1	1	2-3 Feb 13	0	0	0
Casework Tool	Int	TBC	TBC	TBC	0	0	0
Contingency spend - details							
Leadership Academy BAME Event	Ext	4	4	19-20 Jan 13	0	0	400
Leadership Academy Young Councillor weekender	Ext	2	2	24-25 Nov 12	0	0	200
Leadership Academy Main programme Supplement	Ext	N/A	5	Sep 2012 Mar 2013	0	0	500
Personal Licensing Additional costs	Ext	N/A	2	11-Dec-12	250	0	50
Charter Costs	Ext	N/A		2013	0	0	1000
Total Spend - Contingency						0	2150
Group Budget spend - details							
Where to, Guv? Reforming Taxi & Private Hire Licensing	Ext		1	01-Nov-12	225	225	225
Health Event	Ext		1	29-Jun-12	10	10	10
In the Gov Conference	Ext		1	22-May-12	295	295	295
LGA Licensing Conference	Ext		2	05-Feb-13	199	0	398
Total Spend – Group						530	928
Other costs							
Travel expenses					500	12	500
Catering/venue costs					1800	1000	1800
Contingency Budget for training needs following 2012 elections					3000	0	2200
Group budget**					4000	**530**	1500
Total demands in training budget					**£23,773**	**£11,040**	**£19,123**
Estimated underspend							**£4,650**

Certificate in Law and Local Governance for Elected Members

Module	Length	2013/14 dates
1 Role of the Elected Member - Code of conduct - Changing face of local government (localism) - Community Leadership and communication with electorate (social media) - Effective Relationships with officer and partners	7 hours total	March/ June 2013 April 2013 Spring 2013, July 2013 April 2013
2 Communication Skills for the Elected Member - Chairing Skills/ Effective listening/questioning techniques/Resolving conflict - Presentation skills/ Influencing Skills	4 hours total	February 2013 August 2013
3 Quasi-Judicial skills - HR Appeals (Written) - Role Planning Committees - Understanding Legal Challenges	10 hours total Members complete 2 out of 4	May 2013 May 2013 June 2013
4 Scrutiny and Challenge - Overview and Purpose of Scrutiny - Improving Scrutiny – sharing good practice	4 hours total	July 2013
Total	**25 hours**	

NB: these events are incorporated in the 2013/14 programme, Appendix 5.

Needs identified for 2013/14 from member Personal Development Plans

Political skills area and PDP needs	Suggested solution to meet this	Int/Ext	No.
Communication skills			
Active Listening	External session also covering assertiveness and motivating people and teams (for 6 people)	Ext	2
Assertiveness training	External session also covering assertiveness and motivating people and teams	Ext	2
Casework system	Supervised video learning session	Int	2
Chairing skills	Accredited Course	Ext	2
Conflict Management and Negotiation Skills	Accredited Course	Ext	1
File Management	1-2-1 meeting with council officer	Int	1
Influencing and persuading	Accredited Course	Ext	1
Internet training	1-2-1 with council officer in ICT	Int	1
Interviewing and questioning skills	E-learning	Int	1
Managing stress	E-learning	Int	1
Media and Press relations	Internal session with Comms officer	Int	2
Social media	Accredited Course	Ext	8
Using SMART Devices- blackberry's and IPADS	Internal session with ICT officers	Int	3
Motivating people	External session also covering assertiveness and motivating people and teams	Ext	2
NLP	CWD course	Int	3
Presentation training/public speaking	Accredited Course	Ext	4
Desk top Publishing - members would like to assist or create newsletters for their ward	External course	Int	4
Member would like more support with outlook	1-2-1 with council officer in ICT	Int	1
Member would be interested in an advanced communications skills eg. RADA class	Options to be investigated as RADA options too expensive- funded through contingency	Ext	1
Speed reading	Booking on external course (Globe)	Ext	1
Local leadership			
Community Engagement	Accredited Course	Ext	2
Community Safety	Internal event	Int	1
Localism - Members would like and overview	Accredited Course	Ext	3
Neighbourhood Planning - members would like briefing from officer or publications	1-2-1 session with officer	Int	2
Partnership working			
Fire	Partnership event by Fire Authority	Ext	1
Health issues around alcohol and health and wellbeing	Course through Public Health Team	Int	2
Housing members would like to understand the housing issues locally and how properties are allocated	Whitefriars Event	Ext	3
Member Officer relationships	1-2-1 with senior officer / member	Int	1
Safeguarding Children	E-learning and corp parenting course	Int	2
Safeguarding Adults	E-learning and corp parenting course	Int	4
Corporate parenting - with insight into process and guidelines used	Internal event to support e-learning	Int	1
Political understanding			
LGA Leadership Academy BAME	Formal LGA offering if available	Ext	1
LGA Leadership Academy Graduate course	Formal LGA offering if available	Ext	1
LGA Leadership Academy Sport course	Formal LGA offering if available	Ext	1
Current local and national policies	Met via published material	Int	2
LGA Leadership Academy health and wellbeing	Formal LGA offering if available	Ext	2
Member would like to shadow/spend some time with appropriate officer to look at corp plan for each directorate	1-2-1 to be arranged	Int	1

Political skills area and PDP needs	Suggested solution to meet this	Int/Ext	No.
Welfare Reform Act -Members would like the following:- -Information that simplifies key areas -how this will impact on cost of social care in Coventry for adults and children -would like information on how act impacts on children and single mothers - training required on impact of Act on disability, mental health and other vulnerable groups	External Event	Ext	4
Regulation and monitoring			
Data Protection and freedom of information	Workshop/drop-in session for members	Int	2
Finance - members would like to understand why the budgets are set out that way and how various funding is received. What are income streams at local and national level	Internal session to be ran by Finance	Int	3
Judicial review	Accredited Course	Ext	3
Lone working	E-learning	Int	3
Planning and Localism - member would like more information on Planning changes in respect of the localism act	Officer led session	Int	1
Project prince training - member thinks project management skills would assist in role in SB and other review groups	CWD course	Int	2
Procurement training - members would like briefing on any changes to procurement process	External Event + briefing internally	Ext	3
Planning - members would like briefing on: -new legislation -New local /national planning rule s introduced Committee refresher	Internal and external events and visits	Int and Ext	2
Member would like briefing to all members on valid objections and protocols for non-approach to committee members	Briefing to be provided to all members	Int	1
HR. Appeals Refresher	Accredited Course	Ext	2
Equality and Diversity	e- learning/condensed course	Int	2
Audit Committee training for all member on committee	Solution to be decided following feedback from Audit commission and will be met via contingency amount	Ext	6
Health and Safety Training	e- learning/condensed course	Int	3
Update for members on the social value act and its impact on LA's and how they purchase goods and series	Scrutiny briefing	Int	1
Scrutiny and challenge			
Member would like additional scrutiny training on questioning skills and getting the best from scrutiny	Accredited	Ext	2
Would like scrutiny support to investigate effectiveness of outside bodies	Advise scrutiny or request	Int	1
Total needs expressed			**114**

Training programme potential solutions to meet needs 2013/14

Training solution	Ext/ Int	Included in accredited programme	Demand from PDP's	Est./ actual no. of attendees	Date in 2012/ 2013	Est. cost	Est. Cost per person
MANDATORY TRAINING AND DEVELOPMENT FOR ALL RELEVANT MEMBERS							
Code of Conduct externally supported via accreditation	Ext	✓	0	15 members still need training	March and June	375	n/k
Health and Safety (e-learning)	Int	N/A	3	3	May/June	0	0
Equality and Diversity Awareness (e-learning)	Int	N/A	2	any outstanding/ refresher	May/June	0	0
Safeguarding Adults (e-learning)	Int	N/A	4	refresher offered	dependent on member	0	0
Safeguarding Children(e-learning)	Int	N/A	2	refresher offered	dependent on member	0	0
Condensed session for H&S, E&D, Fire & Safeguarding to be delivered by CWD	Int	N/A	11	mandatory alternative to e-learning	TBC	0	0
Planning Training for Committee Members	Int	N/A	N/A	12	May/June 13	0	0
Licensing Act 2003 Training	Ext	N/A	N/A	12	May/June 13	1,012	84
HR Appeals Training Part 1*	Ext	✓	2	refresher	May/June 13	375	n/k
HR Appeals Training Part 2*	Ext	✓	2	refresher	May/June 13	375	n/k
DISCRETIONARY COURSES TRAINING AND DEVELOPMENT							
Communication							
1 day course covering Active Listening, Assertiveness training and Interviewing and questioning skills	Ext	N/A	6	open to all members	Sep-13	1,000	167
Chairing Skills/ Effective listening/questioning techniques/Resolving conflict	Ext	✓	5	open to all members	Feb-13	375	75
Presentation training and influencing course	Ext	✓	4	open to all members	Aug-13	375	93.75
IPAD and equipment Smart training	Int	N/A	3	3	Jan-12	0	0
Managing stress(e-learning)	Int	N/A	1	1	TBC	0	0
Media and Press relations	Int	N/A	2	2	TBC	0	0
Community Leadership and communication with electorate (social media)- community engagement	Ext	✓	10	open to all members	by March 2013	375	38
Neuro Linguistic Programming	Int	N/A	3	3	TBC	0	0
Desk top Publishing - members would like to assist or create newsletters for their ward	Ext	N/A	4	4	TBC	500	125
Supervised outlook session	Int	N/A	3	3	Jun-13	0	0
Speed reading	Ext	N/A	1	1	TBC	200	200
Political understanding							
LGA Conference (Manchester)- 5 Places + accommodation	Ext	annual event	5	5	2-4 July 13	4,000	800
LGA Leadership Academy BAME	Ext	N/A	1	3	Jan-14	300	100
LGA Leadership Academy Graduate Course	Ext	N/A	1	1	Aug-13	250	250
LGA Leadership Academy Sport course (subsidised)	Ext	N/A	1	1	TBC	0	0
LGA Leadership Academy Health and Wellbeing	Ext	N/A	2	2	TBC	0	0
LGA Leadership Academy - Children	Ext	N/A	0	TBC	TBC	0	0
Welfare Reform Act - Impact on vulnerable groups	Ext	N/A	4	open to all members	TBC	519	129.75
Local leadership							
CRM system via Adobe Connect	Int	N/A	2	open to all members	when live	0	0
Community Safety	Int	N/A	1	open to all members	TBC	0	0
Changing face of local government (localism)	Ext	✓	3	open to all members	Jul-13	375	125
Neighbourhood Planning - Briefing from officer or publications	Int	N/A	2	2	Apr-13	0	0

Training solution	Ext/ Int	Included in accredited programme	Demand from PDP's	Est./ actual no. of attendees	Date in 2012/ 2013	Est. cost	Est. Cost per person
Partnership working							
Fire Authority Session	Ext	N/A	1	open to all members	TBC	0	0
Public Health Session including issues around alcohol and health and wellbeing	Int	N/A	2	open to all members	May-13	0	0
Joint Housing members event with Whitefriars	Int	N/A	3	open to all members	Jun-13	0	0
Member Officer relationships	Ext	✓	1	open to all members	Jul-13	187.5	n/k
Corporate Parenting event via CLYP	Int	N/A	7	open to all members	Jul-13	0	0
Regulating and monitoring							
Data Protection and freedom of information	Int	N/A	4	4	TBC	0	0
Finance and Funding -	Int	N/A	3	3	Apr-13	0	0
Lone working (e-learning)	Int	N/A	3	3	dependent on member	0	0
Planning and Localism - member would like more information on Planning changes in respect of the localism act	Ext	N/A	1	1	dependent on member	0	0
Project prince training - member thinks project management skills would assist in role in SB and other review groups	Int	N/A	2	2	dates tbc via CWD	800	400
Procurement training - members would like briefing on any changes to procurement process	Ext	N/A	3	3	Apr-13	0	0
Planning Summer School	Ext	annual event	2	2 (Chair +new member)	Aug/Sept	1,600	800
The role of Planning Committee	Ext	✓	1	open to all members	Jun-13	187.5	n/k
Judicial review - understanding legal challenges externally supported via accreditation	Ext	✓	3	open to all members	Jul-13	375	125
Scrutiny and challenge							
Improving Scrutiny – sharing good practice	Ext	✓	2	open to all members	Jul-13	375	n/k
Overview and purpose of Scrutiny including procedures	Ext	✓	1	open to all members	Aug-13	375	n/k
Scrutiny support to investigate effectiveness of outside bodies	Int	N/A	1	1	Apr-12	0	0
Additional solutions for those who have requested ICT related training							
Internet and Intranet session	Int	N/A	1	1	ASAP	0	0
File Management	Int	N/A	1	1	ASAP	0	0
Workshop how to use e-learning	Int	N/A	N/A	open to all members	ASAP	0	0
Outlook support	Int	N/A	1	1	ASAP	0	0
Other costs							
Travel expenses						500	
Catering/venue costs						1,800	
Contingency Budget for eg, possible Audit Committee training requirements *and RADA course*			6			4,500	
Group budget** for LGiU, LGA events, travel, Westminster briefings etc.							
Option A						4,000	
Option B						3,000	
Total demands in training budget Option A						£24,919	
Total demands in training budget Option B						**£23,919**	
Estimated underspend (option B)						**£172**	