


| | |
|--|---|
| Report to: | STANDARDS COMMITTEE |
| Date: | 5 September 2023 |
| Reporting Officer: | Tracy Brennan, Assistant Director People and Workforce Development |
| Subject: | ELECTED MEMBER DEVELOPMENT REPORT 2023-2024 |
| Report Summary: | Elected Member development is critical in supporting our Elected Members in their political and community leadership role, ensuring that they are skilled with the right knowledge, skills and experience. |
| Recommendations: | <p>It is recommended that Standards Panel:</p> <ol style="list-style-type: none"> 1. Agree proposed delivery plan for 2023-2024 including, mandatory elements, evening briefing sessions, e-learning, one to ones and attendance at external network events. 2. Support the refresh and relaunch of the Elected Member Development Strategy and Forum, including the review and update of membership. 3. Support the procurement of external providers identified in the body of the report to deliver key learning and development |
| Corporate Plan: | The delivery of the Elected Member Development Delivery Plan will support the overall delivery of the Corporate Plan and its priorities. |
| Policy Implications: | The Elected Member Development Delivery Plan demonstrates and confirms the commitment to Elected Member Development and the importance of ensuring all our Elected Members have the essential skills, knowledge and experience needed to undertake their role effectively. |
| Financial Implications: (Authorised by the statutory Section 151 Officer & Chief Finance Officer) | <p>When training requirements are identified then there is a Central Training Budget, which will fund the appropriate development / training.</p> <p>This process will be managed and evaluated by the People and Workforce Development Service.</p> |
| Legal Implications: (Authorised by the Borough Solicitor) | <p>Members are responsible for ensuring that the Council delivers on its statutory duties to provide a range of services to their communities.</p> <p>These include: education services; children’s safeguarding and social care; adult social care; waste collection; planning and housing services; road maintenance; and library services.</p> <p>Members also have to be aware of other legislative requirements such as The Equality Act, data protection and financial regulations when undertaking their duty as a Councillor.</p> <p>This training programme is designed to support Members in the delivery of their duties</p> |
| Risk Management: | The report and delivery plan will support Elected Members in carrying out their day to day activities as a Local Councillor and |

community leader.

Access to Information: Non- confidential

Background Information: The background papers relating to this report can be inspected by contacting Alison Williams, Head of Organisation and Workforce Development

 Telephone: 0161 342 2097

 e-mail: alison.williams@tameside.gov.uk

1. INTRODUCTION AND CONTEXT

- 1.1. Elected Members must be able to take on the challenges the Council will face with confidence and be able to perform their role to their highest ability. In order to be able to do this we need to ensure that our Elected Members are given the opportunity to build the necessary skills, abilities and knowledge to deal with the changing and challenging environment.
- 1.2. In order to continue to give Elected Members the opportunity to steer the provision of their training and development, it is proposed to recommence the Member Development Forum to enable continued full involvement and engagement with Elected Members. Elected Members will be encouraged to continue to engage in the culture of development and continuous improvement as part of a learning organisation, in order to ensure they are as effective in their roles as community leaders.
- 1.3. This report outlines the 2023-2024 training and development plan for Elected Members. This plan encourages ongoing learning and continuous improvement along with mandatory training and support to understand emergent key topics across the organisation that they need to be informed and updated on.
- 1.4. The Member Development Charter provides tangible evidence of the Council's commitment to long-term investment in the development of its Elected Members. The charter was born out of a desire to encourage commitment to Member Development and rewards those authorities who have demonstrated that commitment. Tameside Council continues to demonstrate the value it holds on ensuring that our all Elected Members have the best possible, knowledge, skills and experience to support the residents of the borough. The Charter ensures that Councils:
 - Have a statement of intent
 - Ensure that all Members are made aware of learning and development opportunities
 - Have a process to identify individual development needs which involves members
 - Have an officer allocated to assist members and groups in identifying needs and providing information on resources
 - Have a strategy to meet the training and development needs of Elected Members
- 1.5. It is intended to review our charter status and refresh our Charter Award over the next year, to support our ongoing approach to Elected Member Development.

2. ELECTED MEMBERS ONE TO ONE'S AND SKILLS AUDIT

- 2.1. An Elected Member Development Strategy (**appendix 1**) has been in place since 2018 and a key part of this is the collation of a skills audit questionnaire which is used in the One-to-One sessions with colleagues from Workforce Development. This practice has remained in place and has been undertaken following the recent all-out election in May 20223.
- 2.2. Previous one-to-one discussions identified strengths and capacity of Elected Members to become a mentor, offer a one off discussion or a forum to share their skills, knowledge and experience with other less experienced Elected Members.

3. EVENING BRIEFING SESSIONS

- 3.1. Evening briefing sessions will continue to be offered to Elected Members throughout the year as a vehicle for sharing key updates and information. It is proposed that most evening briefing sessions will continue to be delivered face to face to ensure maximum engagement and participation.

- 3.2. The topics of these sessions are set via recommendations from both Senior Officers and Elected Members to ensure that key updates are covered throughout the year. Session content is designed by the delivering service with support from the Workforce Development team, a pre-meeting will take place with the relevant officers and the Chief Executive to support the development of content and method of delivery, followed by further pre-meet and briefing with the Chief Executive and designated Cabinet Member. The Leader will also attend where appropriate. **Appendix 2** details the proposed sessions for the year.

4. EXTERNAL DEVELOPMENT AND NETWORKING OPPORTUNITIES

- 4.1. We have access to opportunities to attend sessions held by North West Employers (NWEO), the Local Government Association (LGA) and the Local Government Information Unit (LGIU) throughout the course of the year. It is proposed that we increase our access to the external opportunities offered to gain a greater breadth of training and development experiences for our Elected Members to ensure they have all the necessary skills to continue to develop as an Elected Member and to effectively fulfil their role. An overview of the offers available via current membership and also development offers which can be purchased are at **Appendix 3**. The Local Government Association appear to provide the most value for money in the balance of their free offers of development and targeted development programmes.

5. MANDATORY TRAINING

- 5.1. All Elected Members will be required to undertake mandatory training relevant to their role to refresh and update their knowledge, skills and experience. Mandatory training relates to the following:

- Conflicts of Interest
- GDPR
- Personal Safety
- Corporate Parenting and Safeguarding
- Information Governance
- Equality, Diversity and inclusion
- Safe use of Social Media
- Prevent
- Finance Framework and Management.

These will be offered as either face to face development session conducted by the relevant officers, through E-Learning or through evening briefings. Continuing Professional Development records will be kept ensuring evidence of compliance. In order to record and capture all Elected Members Learning and Development it is proposed that each Elected Member will have an individualised learning and development plan formulated from their one-to-one discussions with the Workforce Development team.

- 5.2. Other mandatory training will be dependent on role and responsibilities and will include key areas relating to:

- Scrutiny
- Planning
- Charing Skills
- Public Speaking
- Licensing.

Any additional emerging specific training and development will be explored to develop and support Elected Members with those responsibilities.

Newly Elected Member Induction Training

- 5.3. All newly Elected Members receive an Induction package, co-ordinated by Democratic Services following their election.
- 5.4. It is proposed that Corporate Parenting training becomes part of the Induction package from next year, to ensure that all newly Elected Members are fully aware of their responsibilities as a Corporate Parent from immediately after they are elected. As a whole evening briefing session was conducted in March 2023 for Corporate Parenting, it is proposed that a further evening session is organised for this year as Induction has already taken place for this year.
- 5.5. All newly Elected Members were offered the opportunity to meet on a one to one basis after their induction with a member of the Workforce Development Team to discuss any individual development opportunities they would benefit from in their role as an Elected Member. Following one to one discussions, we have received requests for development in; handling challenging conversations and conflict, developing listening skills and creative problem solving, supporting development of digital skills and public speaking. Further feedback received included requests for the opportunity of a tour of Tameside One earlier on in the process to support with familiarisation of the building and meeting room locations.

Scrutiny Training

- 5.6. Scrutiny panel members are supported with training from the Policy Team particularly relating to the role of the scrutiny function, good practice etc. Additional training and support are also available from the Local Government Association (LGA), Centre for Governance and Scrutiny (CGS) and North West Employers (NWE). The links for this training are shared with all Scrutiny panel members who can book on as they feel appropriate and helpful. Tameside has also procured tailored scrutiny training, which has been provided by the CGS or LGA as a bespoke one-off activity.

Panel Training

- 5.7. Relevant learning and development is sourced from the Democratic Services Team for chairs and panel Members.

Top Team Development – Cabinet Members and Senior Leadership Team

- 5.8. Training was conducted earlier in the year in collaboration with the Local Government Association. This consisted of a dedicated session for the Cabinet, followed by a dedicated session for the Senior Leadership Team and concluded with a joint session to review and agree Council Priorities and to refresh the Council's Corporate Plan. These sessions were positively received and it is intended to further engage with the LGA to support both team and individual development for Cabinet Members in the future. The LGA offers specific development programmes for Cabinet Members and their portfolios and these will be explored with each Cabinet Member during their one to one.

Social Media and Media Training

- 5.9. The Policy and Communications Team provide relevant social media training. This year that offer is being strengthened by the LGA course around Conflicts of Interest, which will also cover issues with Social Media use to keep all Elected Members safe in their use.
- 5.10. Additional specialised Media training to support the Cabinet and Ward Members has been procured, which will be funded from within the existing training budget allocated for Elected Members within the service area.

IT Training

- 5.11. IT training and support is provided by a dedicated IT resource for Elected Members.

Finance, Treasury Management and Audit Panel Training

- 5.12. Regular training and updates are provided for all members of these panels.

First Aid Training

- 5.13. Basic First Aid Training has been requested for Elected Members. The basic First Aid training could be condensed into a two hour session for up to 12 attendees at £35 per attendee. The training would be Basic Life Support which covers the type of care that first-responders, healthcare providers and public safety professionals provide to anyone who is experiencing cardiac arrest, respiratory distress or an obstructed airway. This would need to be refreshed every 12 months for Elected Members that wanted to retain First Aid accreditation.

6. E-LEARNING – MELEARNING MANAGEMENT SYSTEM

- 6.1. E-Learning continues to be offered. E-learning along with other methods of training delivery support an efficient and effective way of getting mandatory learning to all Elected Members, in a fast and flexible way. It allows independent access for individuals to learn at their own pace and reduces our carbon footprint by ensuring we only hold sessions face to face where necessary.
- 6.2. All Elected Members will be set up on the MeLearning system and will be given support by the Workforce Development team to be able to successfully log on and navigate the system. Joint open sessions and appointments will be offered in conjunction with IT to ensure access to the system. We will promote the use of E-Learning with Elected Members to support them in accessing this useful alternative and complementary learning platform. The plan is to assign mandatory courses that have been completed by officers to all Elected Members on a gradual basis.
- 6.3. The course library covers a vast variety of topics with over 100 course available, including for example, Safeguarding Children and Adults, Health and Safety, Legal Compliance, Information Governance, Cyber Security and Data Confidential.

Elected Member specific E-Learning

- 6.4. In addition to the internal courses, the Local Government Association have recently shared 23 modules of ELearning that has been built specifically for Elected Members, to deepen knowledge of local government and help with building leadership skills that are needed to work effectively within local communities. We have been able to make this available through the same MeLearning platform for Elected Members to access as part of their continued professional development.
- 6.5. Modules covered will include:
- An Introduction to Audit Committees
 - Biodiversity for Councils
 - Commissioning Council Services
 - Community Engagement and Leadership
 - Corporate Parenting
 - Councillor Code Of Conduct
 - Councillor Induction
 - Economic Development
 - Equality, Diversity And Inclusion
 - Facilitation And Conflict Resolution
 - Handling Intimidation
 - Holding Council Meetings Online
 - Influencing Skills
 - Licensing For Councillors
 - Local Government Finance
 - Planning
 - Police and Crime Panels

- Scrutiny For Councillors
- Stress Management And Personal Resilience
- Supporting Mentally Healthier Communities
- Supporting Your Constituents With Complex Issues
- The Effective Ward Councillor
- UK General Data Protection Regulation (GDPR).

6.6. Elected Members will have a section on the system which will allow us to highlight their mandatory training. It will also allow us the facility to store previous presentations from development and briefing sessions, so they are available for Elected Members to read through at a later date and particularly if they were not able to attend diarised sessions. This area will be completely restricted to Elected Members.

7. PERSONAL DEVELOPMENT

7.1. Learning and development opportunities can be offered to Elected Members around Public Speaking, Community Engagement, Personal Resilience in line with the officer training that is provided through the Workforce Development Team.

8. FINANCIAL CONSIDERATIONS

8.1. There are dedicated budgets within service areas to support the delivery of the Elected Member Development Plan. Where possible membership offers via NWE0, LGA and LGIU are fully utilised to ensure value for money and only essential spend. All Elected Member Development is held within Council buildings at no cost.

9. RECOMMENDATIONS

9.1. As set out on the front of the report

APPENDIX 2

Draft Elected Member Development Delivery Plan 2023/2024

| Evening Briefing Sessions Delivered on a monthly basis 6-7.30pm, Dukinfield Town Hall Mandatory for All Elected Members to attend | | |
|---|--------------------------|-------------|
| Title | Lead for Delivery | Date |
| Introduction to Local Government Finance | Ashley Hughes | June |
| Misogyny and Sexual Harassment in Schools/White Ribbon Accreditation | Jane Sowerby | September |
| Corporate Parenting | Ali Stathers-Tracey | September |
| Early Help Offer and Family Hubs | Paula Sumner | October |
| Local Development Scheme | Julian Jackson | October |
| Modern Slavery and Homelessness | Emma Varnam | November |
| Cost of Living Crisis Update – Poverty Strategy | Debbie Watson | January |
| Equalities Strategy | Simon Brunet | February |
| Ofsted Update | Ali Stathers- Tracey | March |
| CQC – Adults Inspection | Steph Butterworth | April |
| Emerging Topics may be added and dates confirmed through the year. | | |

APPENDIX 3

Summary of offer from Local Government Association, Local Government Information Unit and North West Employer Organisation

The Local Government Association offers a range of development opportunities for new and experienced Elected Members. It also offers specialized training for Cabinet Members, Scrutiny Members and Chairs. Below is an overview of what is offered and further down the appendix is a more detailed offer, which is updated on a monthly rolling basis.

| | |
|--|-------------|
| <p>Councillor Workbooks</p> <ul style="list-style-type: none"> • Acting on Climate Change • Autism awareness • A Councillor’s workbook on the local pathway to net zero • Being an effective ward councillor • Bribery and fraud prevention • Chairing skills • Commissioning Services • Councillor / Officer Relations • Creating a 'fit for the future organisation' • Effective opposition during covid 19, reset and recovery • Engaging young people • Equality, Diversity, and Inclusion • Facilitation and conflict resolution • Finance for non portfolio holders • Handling casework • Handling complaints • Handling Intimidation • Health in all policies • Influencing skills • Local government finance • Local path to net zero • Media and communications • Mentally Healthier Communities • Neighbourhood & community engagement • Neighbourhood planning- ward councillors • Performance Management • Planning • Scrutiny • Scrutiny of finance • Stress management & personal resilience • Supporting residents with complex issues • Working with town and parish councillors | <p>Free</p> |
| <p>Councillor Hub</p> <ul style="list-style-type: none"> • Councillor Development Resources Hub • Cost of Living Hub • Climate Change Hub • Equalities, Diversity and Inclusion Hub • Virtual Training Events <ul style="list-style-type: none"> ○ Finance without Numbers – An Introduction to Local Government Finance ○ Reducing waster – How to Slim you Bin ○ Don’t dispose, reuse ○ Recycling Fit for the Future | <p>Free</p> |

| | |
|--|---|
| <p>Leadership Essentials</p> <ul style="list-style-type: none"> • Adult Social Care • Audit Committee • Building Safety • Children's Services • Communication and Media • Culture for Portfolio Holders • Digitalisation • Economic Growth • Finance (Cabinet Members and Audit Panel/Non Cabinet Members) • Financial Governance • Risk Management • Sports and Physical Activity | <p>Cost Element - Various</p> |
| <p>Leadership Essentials</p> <ul style="list-style-type: none"> • Being an Effective Cabinet Member • Effective Scrutiny • Getting Your Message Across • Housing • Licensing | <p>Cost Element - Various</p> |
| <p>Leadership Programmes</p> <ul style="list-style-type: none"> • Effective Opposition • Young Councillors' Weekender • LGBTQ+ Councillors' Weekender – 'I'm Me' • Black, Asian and Minority Ethnic Councillors' Weekender • Developing your Political Brand Masterclass • Developing your Political Leadership Skills – Black, Asian and Minority Ethnic Councillors • Support for Disabled Councillors | <p>Cost Element - Various</p> |
| <p>Local Government Information Unit</p> | |
| <p>The Local Government Information Unit provide access to their universal programmes for all members. They also design and deliver in-house programme, where Local Authorities can work with them to build a unique plan that meets the specific needs.</p> | |
| <p>Budget Setting Chairing Introduction to Local Government Finance Make a Difference as a Councillor Managing Casework Safety and Self-protection Scrutiny Speed Reading Strategic Thinking</p> | <p>Cost Element (Approx £120 +VAT per person per session – multiple bookings attract discounts and in-house programmes are priced on negotiation)</p> |
| <p>North West Employers Organisation</p> | |
| <p>North West Employers Organisation support both new Elected Members and long standing Members at all levels. They provide some sessions free of charge as part of their membership offer and they also provide in-house programmes around scrutiny and Cabinet Development which can be negotiated on design, delivery model and price.</p> | |
| <p>Strategic Scrutiny Network A Marmot approach to reducing Health Inequalities Councillor Development Network Collaborative Masterclass – Community Leadership NW Organisational Development Network Scrutiny Training – Financial Scrutiny Life as a Councillor Scoping and Managing Scrutiny Reviews</p> | <p>Free</p> |

| | |
|---|------|
| Skills in reviewing and understanding performance Information | |
| Various Networking Meetings and Session | Free |