

Elected Member Development Charter	17th January 2017
Corporate Policy and Resources Committee For Decision	

Linkage to Council Strategy (2015-19)	
Strategic Theme	Leader and Champion
Outcome	Provide civic leadership to our citizens
Lead Officer	Director of Performance
Cost: (If applicable)	Elected Member Development Training Budget: 2017/18 - £20,000 2018/19 - £13,000

1.0 Purpose of Report

- 1.1 The purpose of this report is to update Committee on the work of the Member Development Steering Group, including the completion of the Members' Training Needs Analysis, Draft Action Plan and Draft Members' Training Plan and to enable Committee to recommend a suitable budget to deliver the Training Plan for the remainder of the Council's term, 2017-19. This will allow officers to source suitable training providers within the training budget identified and to continue to make progress on Charter accreditation.

2.0 Background

- 2.1 Members will recall that in April 2016 Council agreed to establish an Elected Member Development Charter Steering Group and further agreed the Terms of Reference for this group. This group held its first meeting in September 2016 and subsequently Council agreed Terms of Reference for the group, a Member Learning Policy Statement and approval for the costs to carry out a Members' Training Needs Analysis.

3.0 Training Needs Analysis

- 3.1 The Member Development Charter Steering Group met on 4th January 2017. The notes of the meeting are attached at Appendix 1. The Members' Training Needs Analysis Report presented to the Steering Group is attached at Appendix 2 along with the associated Draft Action Plan at Appendix 3. As noted in the report the analysis of training needs seeks to provide a baseline to inform the development of a programme of member training to address both corporate and individual needs over the medium term so that the personal

effectiveness of each member will be enhanced to the benefit of the organisation, the members and citizens.

- 3.2 The development of the recommended programme of training will require funding and Committee is asked to consider an appropriate level of budget provision for this purpose. A draft Members' Training Plan is attached at Appendix 4 which provides estimated costs. Committee will be aware that Council has a current budget provision of £8,000 allocated to Member Training largely used for attendance at courses and conferences. For the remainder of Council's term it is suggested that in Year 3 (2017/18), as Council seeks to achieve Charter status by Autumn 2017, the increase in budget is £20,000 and in Year 4 (2018/19) £13,000.

4.0 Recommendation

It is recommended that Committee:

- Adopts the Training Needs Analysis report at Appendix 2 and Draft Action Plan at Appendix 3.
- Approves the draft Members' Training Plan at Appendix 4 and agrees budget provision of an additional £20,000 in Year 3 (2017/18) and £13,000 in Year 4 (2018/19) to allow officers to source suitable training providers within the training budget identified and to continue to make progress on Charter accreditation.



**Causeway
Coast & Glens
Borough Council**

**REPORT OF THE PROCEEDINGS OF THE MEETING OF
THE ELECTED MEMBER DEVELOPMENT CHARTER STEERING GROUP
HELD IN CIVIC HEADQUARTERS, COLERAINE ON
WEDNESDAY 4TH JANUARY 2017 AT 2.00PM**

- Members Present** : Alderman Hickey
Councillor Nicholl
- Officers Present** : Chief Executive
Democratic Services Manager
Civic Support Officer
- In Attendance** : W Moore, PSM Consulting Ltd
F Douglas, NILGA

1. Chair

In the absence of the Chair, the Mayor, Alderman Hickey chaired the meeting.

2. Apologies

Councillor Baird.

3. Declarations of Interest

None.

4. Welcome and Introductions

The Chief Executive Mr Wavell Moore, PSM Consulting Ltd to the meeting and Ms Fiona Douglas from NILGA. The Chief Executive advised the group that Mr Moore had conducted and completed the Training Needs Analysis and was in attendance to present the findings of his report which was previously circulated to Members. He further advised that Ms Douglas was in attendance to update the group on the next steps in Council's efforts to achieve Charter status.

5. Training Needs Analysis Presentation of Report

Mr Moore summarised the Members' Training Needs Analysis Report, previously circulated to Members, outlining the outcomes and recommendations. He praised the commitment shown by Members in the training needs analysis interviews noting that 90% of the Council Members had participated. He outlined the main areas of the report as follows:

Part 1 – Corporate Training

The report recommends that training should be provided in the following areas for all members during the remainder of the current Council term.

- Member and Officer Roles
- Scrutiny and Challenge
- Taking a Strategic Approach
- Members' Code of Conduct
- Local Government Finance
- Community Planning
- Planning
- Chairing/Standing Orders

Part 2 – Accredited Academic Programmes for Individual Members

The report notes that 24 members interviewed (60% of Council's membership) indicated a desire to have the opportunity to acquire an accredited academic qualification. Mr Moore advised the group that Council may wish to consider applying some key principles to any scheme which would be introduced.

Part 3 – Personal Development

The topics listed in the report should, Mr Moore explained, be offered to all Members through the creation of a 'Personal Effectiveness Programme' to be delivered either via one-to-one coaching or else in very small groups.

Alderman Hickey thanked Mr Moore for his report and Mr Moore responded to questions.

6. Update on Charter Application Process

Ms Douglas the group that Council was in a position to begin Step 3 of the process in applying for the Elected Member Development Charter, the process of self-assessment which would form the basis of an Action Plan to prepare for the Council's application for the Charter Mark. She advised that NILGA would be involved with Council officers in working towards this and that Council should be in a position to be assessed externally in a period of 9-12 months.

7. Council Training Programme Draft Action Plan

The Chief Executive presented the draft action plan, previously circulated, for the training programme recommended in the Training Needs Analysis report.

He advised the group that the identification of appropriate funding would be required in order to allow a programme to be developed and training providers sourced. He outlined estimated costs associated with the training programmes identified. These pointed to a potential increase in funding of approximately. The members present agreed that an appropriate level of funding would be required if Council was to deliver on the training needs identified for its Members and to proceed with its application for Charter status.

The Chief Executive agreed that a draft training plan, with estimated costs, would be brought to the Corporate Policy and Resources Committee meeting in January.

The members of the group expressed their support for the recommendations of the Training Needs Analysis report and the associated Action Plan and agreed that appropriate budget provision was essential if the programme of training was to be implemented.

The members also noted that the achievement of Charter status would be a notable achievement.



**Causeway
Coast & Glens
Borough Council**

MEMBER DEVELOPMENT PROGRAMME

MEMBERS' TRAINING NEEDS ANALYSIS

REPORT BY



DECEMBER 2016

INTRODUCTION AND CONTEXT

The local government landscape in Northern Ireland has changed dramatically with the creation of eleven enlarged Councils from April 2015. With the new powers and responsibilities attaching to these larger Councils in such areas as spatial planning and community planning, combined with a strengthened governance framework, the role and duties of councillors have expanded greatly. Elected members are now called on to provide strategic direction and political leadership for these new authorities to enable them to operate successfully in a plan-led and policy-driven environment to positively influence the future physical, social and economic shape of their districts. Add to that the fact that members have been catapulted into roles as directors and strategic leaders at the head of a large organisation with an annual budget of around £60million and a staff complement of some 700 and it becomes evident how unrealistic it would be to assume that all members are currently fully equipped to carry out such a demanding role. Given that reasonable assumption, NILGA, the National Association of Councillors and members themselves have recognised that there is a clear need for them to be supported by an ongoing training programme to equip them with the necessary skills to meet both current and future challenges.

In addition, the current economic conditions within the public sector are also placing an immense strain on both members and officers as they endeavour to work together to provide services and develop the area within the restricted level of resources available to them.

The exercising of their roles at the head of the organisation therefore provides multiple challenges for the forty members who have been elected by their communities with an expectation that they will be capable of performing competently in such diverse roles as:

- Community leaders
- Political representatives
- Policy makers
- Planners and place shapers
- Financial stewards
- Organisational directors
- Service providers
- Advocates and lobbyists
- Problem solvers for constituents

Against such a backdrop of this very wide-ranging and often complex role, it is obvious that there needs to be a comprehensive and sustained programme of member development to equip members with the all-round skills which are needed for their unique role and which will equip them to enhance their personal, organisational, political and community leadership. Indeed it would be remiss of any Council not to recognise the need for such a programme for members in the same way as it would

be folly to ignore the need for continuing staff development to cope with a constantly changing environment. In short, member development is vital if local government is to thrive and prosper.

However, to complicate the task of programme design further, all forty members are not starting at the same position in terms of their education, experience and aptitudes and a significant proportion of the programme must, therefore, be tailored to suit the individual needs of each member.

It is recognised that such a programme will require a proper level of funding if it is to be successful. While Council may be somewhat reluctant to prioritise appropriate budget provision for this purpose, such an allocation is vital given the considerable responsibilities attaching to their new roles. Members owe it to themselves and, even more importantly, to their constituents to ensure that they are fully equipped to perform their statutory duties to the optimum level. In the context of an organisation handling such a large budget to administer extensive powers and responsibilities it would be short-sighted in the extreme not to properly resource the addressing of identified development needs.

Causeway Coast and Glens Borough Council faces the additional challenge of the integration of the Existing member approaches from four legacy Councils to the new structural and operating environment where it is inevitable that there needs to be a different way of working for a Borough of 140,000 residents and a greatly expanded range of powers and responsibilities.

This analysis of training needs, therefore, seeks to provide a baseline to inform the development of such a programme of member training to address both corporate and individual training needs over the medium term so that the personal effectiveness of each member will be enhanced to the benefit of the organisation, the members and ultimately, and most importantly, the citizens..

TERMS OF REFERENCE

Causeway Coast and Glens Borough Council has committed to the introduction of a comprehensive training programme for the development of elected members to enhance their capacity to carry out the many, complex and ever-changing responsibilities of their role effectively.

Consequent to that commitment, Council has commissioned the carrying out of this Training Needs Analysis in order to help identify:

- (1) A potential programme of corporate training to be carried out for all members to ensure continuing awareness and capability on major functions and responsibilities as well as covering both personal and corporate governance obligations

- (2) A programme of personal development training to be offered to each member, based on their individual experience and expressed needs and desires, which will enhance their personal effectiveness as councillors

This Training Needs Analysis is intended to provide the necessary baseline information to enable focused training and development programmes to be designed, offered and delivered during the current term of Council but this information will also remain relevant beyond that period for those members who continue to serve.

METHODOLOGY

Recognising that there are inevitably likely to be widely varying needs among a group of forty individual members with a broad diversity of age, educational background, experience, employment history and desire to undertake training, it was clear that a 'one size fits all' approach to the delivery of training would not work.

Hence, in order to provide a foundation on which a future training framework for members can be properly built, the training needs analysis has been based on individual interviews with as many of the forty members of Council as possible.

These interviews were conducted over a period of six weeks at four locations within the Borough and also by means of individual telephone conversations:

- Riada House, Ballymoney
- Cloonavin, Coleraine
- Council Offices, Limavady
- Sheskburn House, Ballycastle

The interviews were based on a template designed to capture both information and views from elected members not just on the topics and content for training but also on the methodology best suited to the individual, e.g. individual learning, small groups, study visits, workshops, seminars etc.

A total of 36 members of Council participated in the interviews, representing 90% of the total Council membership and all but four of these interviews were conducted on a face to face basis.

The information gained was the subject of subsequent analysis which is reflected in this report and which is intended to inform the preparation of a menu of training and development for the remainder of the current term of Council. In addition, the personal data and individually-expressed personal needs gathered from the individual

interviews is recorded separately and can be used to help shape a personal development plan for each member.

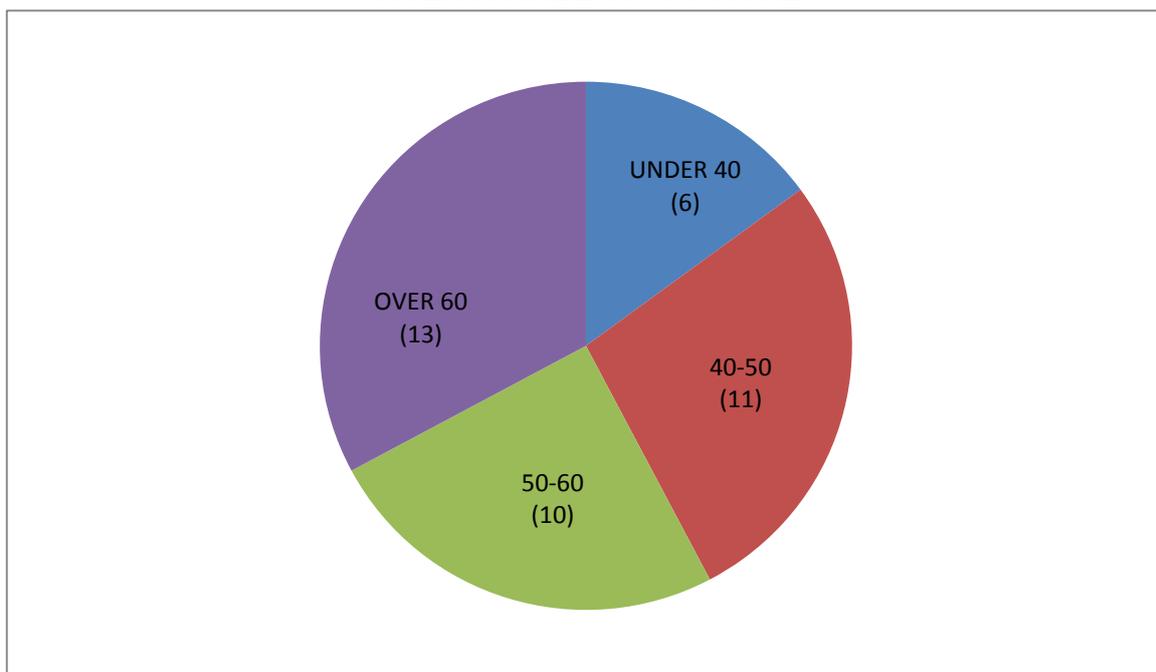
MEMBERSHIP PROFILE

There are forty members on Council, elected from seven District Electoral Areas across the Council area. In order to provide a proper corporate context of the Council membership as a whole for training purposes, the opportunity has been taken, from the data collected, to prepare an overall profile of the membership in three categories as follows.

- Age
- Experience in local government
- Educational background

The findings, which are shown below, should be taken into account in determining the general approach to member training as well as in the design of specific modules.

AGE PROFILE OF COUNCIL



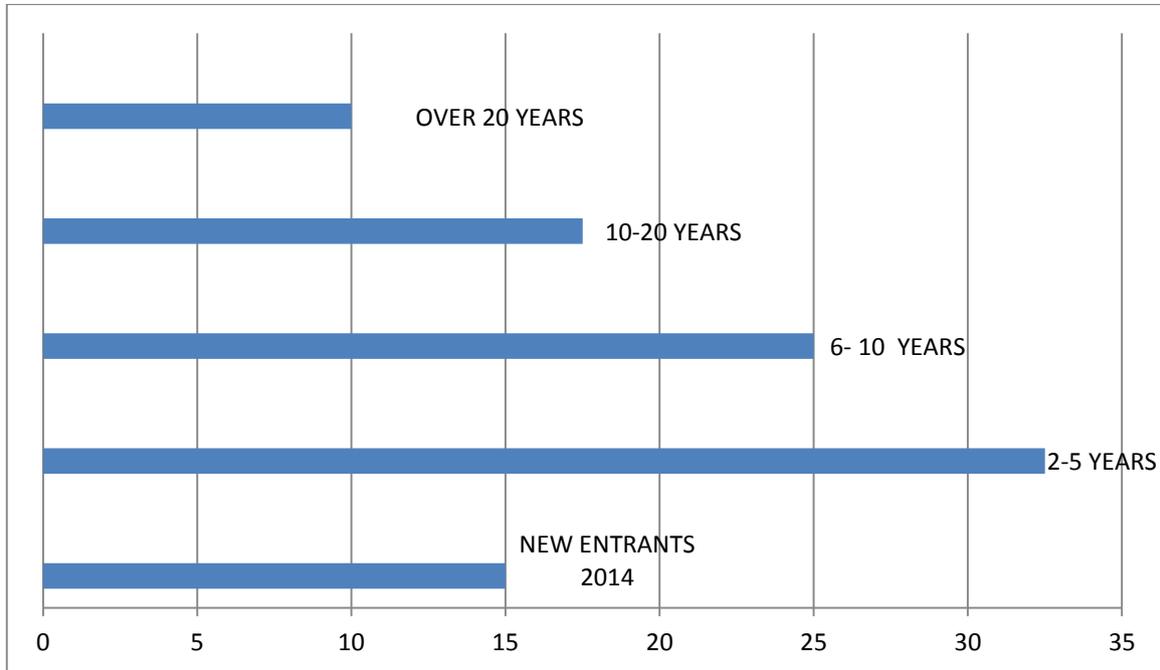
It is interesting to note the following from the age profile shown above:

Only 6 members (15% of Council) are under the age of 40; this compares with a figure of 50% of the Borough population within this age group. This age group is, therefore, very significantly under- represented on Council.

57.5% of the membership of Council (23 members) is in the over 50 category.

Almost a third of the Council membership (13 members) is over 60 years old.

EXPERIENCE IN LOCAL GOVERNMENT

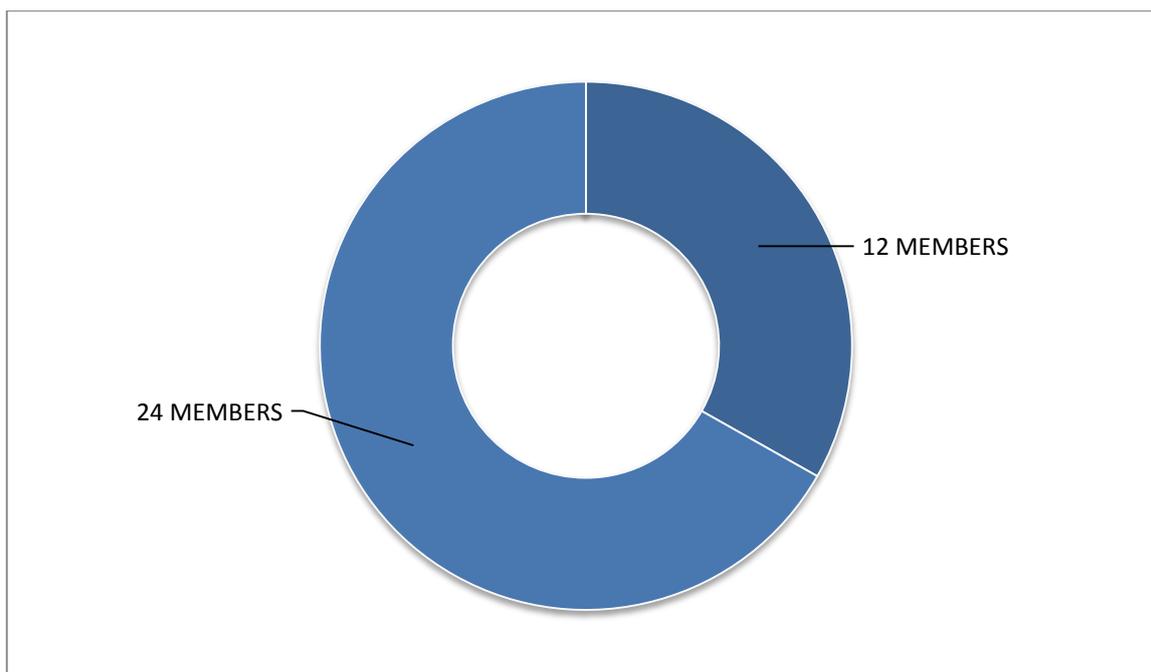


Key points to note here are:

While just 15% of members are new entrants to local government in 2014 or thereafter, almost half of the Council membership (47.5%) has 5 years or less experience.

Over a quarter of the Council membership (27.5%) has more than 10 years local government experience

EDUCATIONAL BACKGROUND



Of the 36 members interviewed, one third (12) is already educated to degree standard or above.

TRAINING METHODOLOGIES

In retrospect, there is general agreement among members that training in the 26 Council era was often less structured and focused than it might have been and was not really viewed by members as essential for the carrying out of their duties let alone to enhance their personal development.

Whilst some excellent training was undoubtedly provided, both the personal and corporate capacity needs often were not sufficiently identified to be given proportionate weight in a customised training programme.

Members have generally recognised, however, that the capacity building training programme provided for the Shadow Council in the 2014/15 year was helpful and essential in preparing them for the new statutory environment but the intensity of covering all the topics within what was an extremely busy period for many members was felt to be overwhelming at times. This in turn helped to create a degree of apathy in the latter stages of the training programme leading to patchy attendances in some cases. Given the wide range of major corporate topics covered there had again been little scope for addressing personal training needs during this period

During these interviews, many members expressed a general welcome for this new opportunity to influence not just the topics for corporate training but also to identify areas of personal development need which they could be trained on over a more

reasonable period of time. A broad consensus of members' views on the various approaches is noted below.

Study Visits

Members were generally positive about the benefit to be gained from such 'best practice' study visits to other local authorities or organisations to view at first-hand how they addressed the issue or task which Council was being faced with. Members felt that this was a very direct way to learn at first hand from practitioners and peers and avoided 're-inventing the wheel'.

On some occasions, of course, as many other members pointed out, it may be possible to learn many of the lessons from a visiting practitioner at an internal/local seminar at a much lower cost and that option should be considered as an alternative and cost-effective approach where appropriate.

External Conferences/Seminars

Within the corporate training context, some members, who felt they had benefitted from conference attendance in the past, expressed the view that there should still be scope within the training programme for attendance at such events where there is a clear focus on issues of particular relevance to the Council and particularly where added value on such issues can be gained through discussion and exchange with other elected members from other authorities and jurisdictions who are present. Attendance at such events should, of course, be subject to a standard test regarding relevance, benefit, cost and the dissemination of any acquired learning.

Other members were less supportive of attendance at conferences but there is always likely to be a degree of subjectivity around learning methodologies based on personal preference and aptitude. Hence it may be worth considering a personal budget allocation, over each financial year or over the term of Council, for individual attendance at conferences to allow a degree of flexibility for members.

In order to justify attendance at such events, Council could establish a protocol for consideration of such events by asking a number of questions:

- Does the event directly relate to the priorities and strategic direction of Council as expressed in its Corporate Plan?
- Does the event address new legislation or explore best practice or innovation in an important area of Council activity?
- Does the cost of the event represent 'best value'?
- Is there the potential for learning from the event to be passed on to other members?

Internal Seminars/Workshops

Almost all members felt that the workshops and seminars organised and delivered internally are generally effective and would wish to see these continuing to be used to deliver training on some of the corporate topics which will be referred to later. Sessions could be offered in both the afternoon and the evening to give the opportunity for two groups of members to participate separately and this would limit the size of the learning group to around 20 at most. Members indicated that they would be comfortable in this size and type of grouping, where they can avail of the interaction with the trainer and the discussion of the topic with their peers within this learning environment. The only caveat may be in relation to the size of the group being trained and this is addressed in the next heading.

Training in Small Groups

Partly arising from the advent of the forty-member Council but also, in particular, relating to the training areas being addressed under the tailored personal development programme, members identified the need to offer training in some topics in smaller groupings. For example, while it might be reasonable to provide training on a new piece of legislation or a new statutory responsibility via member workshops, a smaller group might be more relevant when topics such as 'chairing skills' are being covered. Members felt that they were more likely to absorb the learning, participate in role play and ask questions in such an environment.

Coaching

Similarly, some of the topics to be included in the Personal Effectiveness Programme mentioned later in the report would not lend themselves to being delivered on anything other than a 'one to one' basis or perhaps a very small group. For example, in assisting a member to become more proficient in public speaking, it is unlikely that the member would wish to be coached in the presence of peers. For that reason and to optimise the learning experience, there are a number of topics identified in the Programme which may well be more appropriate for delivery via a coaching approach.

Online Training

The availability of training online greatly expands the range of topics which members can address individually, at a time and at a pace which they can determine for themselves. This is undoubtedly very convenient at times. However, while some members expressed a willingness to avail of these opportunities for certain specific topics, perhaps of a more technical nature, many others tended to generally lean more to the 'live' learning environment afforded by the more traditional face to face training with their peers.

Timescale for delivery of training

There is no doubt that members have traditionally found it difficult to allocate time for personal development within what are extremely busy personal schedules. The period of intensive training during the year of Shadow Council has illustrated that it would be much more appropriate to take a measured approach to the number of training sessions which members can fit in. For that reason, it will be more appropriate to consider offering training over, say, a two/three year period, so that members can manage the pace at which they commit to the training which is available, both on corporate and personal development topics.

OUTCOMES OF TRAINING NEEDS ANALYSIS AND RECOMMENDATIONS

The outcomes and recommendations are summarised in the three strands below which aim to address the corporate training needs of all members together with proposals to provide personal academic and general development opportunities for members.

(1) CORPORATE TRAINING

Corporate training is required for all members to make them fully aware of their powers and responsibilities in relation to certain statutory duties attaching to their role as members of Council. All members recognised the continuing need to be kept abreast of current corporate issues centring on their strategic responsibilities for both the efficient and effective performance of the Council and the continuing need to adhere to the highest standards of personal and corporate governance. When such training is provided, members will need to commit to attendance so that they are in no doubt as to the duties required of them.

In the period when the Shadow Council was in place, there was an intensive programme of training provided, aimed particularly at familiarising members with the delivery of new functions within a very clearly regulated governance framework. Given the fact that the Council has been charged to deliver several new and complex statutory responsibilities, it would be a mistake to expect members to have achieved the necessary familiarity with these topics through the Shadow Council training alone. For that reason it is recommended that training should continue to be provided in the following areas during the remainder of the current Council term.

Local Government Finance

Conscious of their responsibilities at the head of an organisation with a multi-million pound budget, almost all members expressed the desire to better understand the financial context and processes within Council to help them carry out their role as stewards of these very substantial finances which lie in the hands of Council. A course should be delivered, using non-technical accountancy terminology, to explain how local government finance works and all the elements involved in preparing estimates and striking rates. In addition, the regular financial monitoring processes for Council

budgets needs to be explained to members to strengthen their scrutiny role in this area.

It would also be helpful to organise some training for members to enable them to be able to read a set of accounts so that they can understand the concepts and participate effectively in any assessment of the financial status of external bodies or groups.

Planning

Although the planning function is up and running on the back of Council's new statutory powers, the opportunity should be taken to review progress on a regular basis to identify the areas where the capacity of members needs to be enhanced further. For example, many members recognised that it is essential that members of Planning Committee develop their knowledge and understanding of key planning policies over the coming years not just to manage the applications which come before them for consideration but also to steer the preparation of the Local Development Plan and the potential introduction of relevant local planning policies.

For these reasons, a rolling programme of intensive capacity building should be considered for the term of Council to develop the level of expertise within the Planning Committee and, since there may well be changes in the membership of the Planning Committee on an annual basis, to provide regular foundational training for such new members.

Community Planning

This, too, is a new function of Council and as the development of the community plan moves forward, there will be an evolving need to keep abreast of best practice in the various facets of this complex and fluid process. It would be particularly important that members have a thorough understanding of the topic as they engage heavily with a wide range of statutory and community partners to develop and deliver a community plan to shape the economic and social development of the Borough

This is the age of partnership working where it is recognised that to achieve strategic outcomes, especially in an adverse economic climate, it is vital that solid working partnerships are formed between parties who have, to some extent, shared goals. Such training will look at the qualities of good partners and how some compromise can be necessary in individual objectives in order to attain wider benefits across a number of areas. Here, too, a rolling programme of training should be considered for the term of Council.

The need for such training has been expressed universally in the course of the interviews carried out and, in the light of this, the provision of such training should receive priority consideration.

Chairing of Meetings/Application of Standing Orders

Council does all its business through meetings and the management of those meetings within the governance framework as set out in Standing Orders is very important. Many members expressed the desire for regular training on Standing Orders and their application for Council business.

In addition to any general training, sessions should be provided for all newly appointed Chairs and Vice Chairs each year and Standing Orders training should be provided for co-opted members and also when any updates are made in legislation or as a result of review.

Member and Officer Roles

Members and officers have different but complementary roles within the Council and the development of a sound working relationship, based on a mutual understanding of their respective roles, is absolutely vital to the successful performance of the organisation as a whole. Members identified the need for greater clarity around respective roles to help avoid misunderstanding between both groupings. A number of members also expressed the desire to better understand how Council as an organisation works. This would include an amplification of the policies, processes and procedures which drive Council activities.

It is important that all members (and senior officers) have a proper understanding of these issues and this is a module which should be prioritised within the programme.

Scrutiny and Challenge

The new enlarged Council with expanded responsibilities inevitably means that it is simply not possible for members to scrutinise in the detail which they might have done in the smaller legacy Councils. However, given the enhanced scale and complex responsibilities it is extremely important that the members, who provide strategic and political leadership, fully understand how to exercise this new scrutiny and challenge role in the most effective way. This will ensure that the professional officer corps operates in a context where their actions are held to account but in a way which is professional and thorough.

In practical terms, members have to deal with a wide variety of issues for which they receive reports or presentations from officers, partners, central government or other bodies. Often they have limited time to read and evaluate all the background reading and hence rely heavily on officers' reports and recommendations. This type of training will help members to evaluate evidence and sources of evidence as well as utilising a number of questioning techniques to dig below the surface of the report or presentation by asking the right questions. This topic, too, should be a top priority in the programme.

Taking a Strategic Approach

Together with the previous two topics, the extension of the Council's statutory role combined with the dramatic increase in the size and budget of Council places a requirement on members to take a more strategic approach to their role within Council compared to what seemed to many members to be a more 'hands-on' approach in the 26 Council era.

It is not easy to move from all the short-term demands on the members' role and this module is intended to help members gain the necessary perspective to combine 'big-ticket' decision-making responsibilities with the necessary degree of understanding of delegated responsibilities.

Members' Code of Conduct

The Code has been in force since May 2014 and in the 2015/16 year the Commissioner for Complaints reported that she had 33 cases referred to her for adjudication. On the basis of the final reports to be produced by the Commissioner on these cases, it would be appropriate to review the Commissioner's response to the cases referred to so that members can gain a growing understanding as to how the Code is being interpreted. Indeed to provide members with the assurance that they are continuing to comply with the provisions of the Code, it is recommended that at least one refresher session be held during the Council term in addition to the initial training at the beginning of each four year period.

The Code is currently being reviewed by the Minister for Communities and when the proposals are issued for consultation, this will provide a timely opportunity to revisit this important personal governance topic.

(2) ACCREDITED ACADEMIC PROGRAMMES FOR INDIVIDUAL MEMBERS

For many years, in local authorities in England, Scotland and Wales, , alongside the core training and development offered, the opportunity has also been provided to members to pursue professional or academic training courses which are relevant to their roles and responsibilities within Council.

These accredited academic courses, which generally are delivered at universities, colleges and online, relate to topics that are relevant to the modern public service and are intended to help equip elected public representatives, officials and others to better carry out their duties.

In the Northern Ireland context, such courses are also becoming available in such relevant areas as governance, community planning, community leadership etc. and it is now open to Councils here to consider offering support to members to undertake such courses as part of their overall training and development plan.

Council may now wish to consider the introduction of such a support scheme. In the interviews carried out, 24 members, representing 60% of the Council membership, indicated a desire to have such an opportunity to acquire an accredited academic qualification if some support were to be offered by Council.

If Council is of a mind to introduce such a scheme, it might wish to establish some key principles to apply. They could include the following:

- The course should be relevant to Council's functions and aligned to Council's strategic priorities as stated in its corporate plan
- Council could decide to meet only part of the cost of the course with the balance to be met by the member from his/her own resources.
- A ceiling could be placed on the funding for each applicant, perhaps a maximum of £2,000 over the four year term of Council. Such funding might be adjusted downwards if there is insufficient budget to meet demand.
- A selection process could be applied to allocate a limited number of support offers each year commensurate with the total budget allocated for this element of the training and development programme. Given the high level of interest expressed across the membership this will be essential to manage the cost implications of such a scheme.
- Participants should be required to repay any financial support in the event of them not successfully completing the course.

(3) PERSONAL DEVELOPMENT

Members have generally welcomed the opportunity to have input into their personal development training and consequently have contributed to the identification of a range of topics which they feel will assist their development and help them perform more effectively in their multi-faceted role.

It is recommended that these topics, as listed and explained below, should be made available to all members through the creation of a 'Personal Effectiveness Programme' encapsulated generally through a single module of training for each topic, to be delivered either via one-to-one coaching or else in very small groups. Such a programme could be delivered over the period 2017/2018 and would be followed by an evaluation of the programme before the end of the Council term in May 2019. This 'Personal Effectiveness Programme' would allow members to choose from a menu of personal training topics as summarised below.

ICT Training

Unsurprisingly perhaps, given the age profile of the Council, there was an expressed need among many members for regular refresher training to be offered on all aspects of ICT which members use in the course of their Council and constituency work. Such a refresher module should be offered to members by Council's own ICT staff on a

regular basis, perhaps twice a year, to help maintain members' level of proficiency and incrementally raise their capacity to productively use ICT to carry out their duties, access information and conduct their own research.

In addition, some members will inevitably require additional help on a more regular basis since they are unlikely to gain a sufficient all-round competence without such support.

Handling the Media Skills

While not all members will necessarily be engaging with the media on a regular basis, from time to time their views will undoubtedly be sought. This module will provide them with some invaluable guidelines to help them cope well in such scenarios. This module will also show members how they can issue press releases to the written media and positively utilise the media to communicate with their constituents and the wider public.

Using Social Media

The power of social media is already well recognised in the political environment and this module will help members to explore how social media might help them in their communication with the public in terms of both political and constituency matters. The session will also help members to identify the dangers of ill-considered digital interventions and thus avoid potentially damaging consequences.

Lobbying, Influencing and Negotiating

Within their multi-faceted role, at both individual and corporate level, members are regularly involved in lobbying for action by other bodies and organisations to help achieve an outcome which they desire to achieve. This training will show how a case can be evaluated for its strengths and weaknesses, a positive argument assembled and developed around key points and communicated to the decision-maker in a way in which the case being advocated can be seen as the most positive outcome

Nowadays, written information is available on virtually any topic. But when a topic is brought to life by a successful lobbyist or negotiator, how it is received changes. For this reason alone, these are important skills for members to acquire and develop.

Mediation and Dispute Resolution Skills

Whilst they are unlikely to be called upon to conduct a formal mediation, in their multi-faceted role, members do have to engage with conflicts and disputes in many forms and this module will introduce members to a range of useful techniques which they can bring to bear. These will include:

- Establishing a rapport with the parties
- Intelligent listening
- Motivation of parties

- Asking relevant open questions to encourage parties to talk
- Summarising regularly

This topic may require a two/three module series to deliver the topic and allow for a session of interactive role play.

Public Speaking

It became clear from the interviews that not all members are wholly comfortable or confident with the need to speak in public whether in the Council environment or when attending other meetings or addressing groups. Accordingly, this module, using individual coaching techniques, will address issues such as lack of confidence, nervousness and other obstacles to feeling comfortable when speaking in public. In addition, they will learn how to prepare in advance, create empathy with the audience and how they can get their message across with maximum impact.

General Wellbeing

Few members are full-time councillors and hence are under great time pressures in carrying out their role in Council alongside the many other demands on their time which arise from employment, home, family and all other aspects of their lives. Members are generally very committed people who are selfless in giving of themselves to serve their community. Very often they think of their own needs last. However, in order to develop an understanding of how these pressures can affect them and to help ensure that their own health and well-being does not suffer this module will advise members on how to look after themselves better in terms of their physical and mental well-being. This training will also introduce members to proven techniques which will help them optimise the time at their disposal in the most productive way. This module will also offer help in the management of constituent caseloads in a structured and efficient way as well as suggesting other ways of ensuring a balanced and sustainable lifestyle.

Summary

In drawing up a proposed programme of both corporate training and personal development opportunities for members, it has been enormously helpful to have had the individual views of 90% of the members to help shape the content in a very focused and relevant way. I am satisfied that, if the proposed programme is fully implemented by the end of the current term of Council, the personal effectiveness of many members will have been significantly enhanced, thus benefitting not just the members themselves but the Council and the community as a whole.

ACKNOWLEDGMENTS

I wish to record my thanks to the 36 members who participated, not just for their valuable input but also for all for the patience, consideration and courtesy extended to me throughout the exercise.

In addition, I wish to express my thanks to Ms Eithne Doherty for organising my interview schedule so efficiently across the four venues.

Wavell Moore

PSM CONSULTING

December 2016

CCGBC MEMBER DEVELOPMENT – TRAINING PROGRAMME

DRAFT ACTION PLAN – DECEMBER 2016

OBJECTIVE	ACTION	TIMELINE
Obtain Committee/Council approval for overall training programme	Prepare summary of report for adoption by Council	January 2017
Design and implementation of Part 1 of programme	Develop scheme of support for members wishing to pursue accredited academic courses	May 2017 (in time for start of academic year in September 2017)
Design and implement Part 2 of programme	Source training provision for the four top corporate training priorities for delivery in 2017/18 and offer to members	April 2017
Design and implement Part 3 of Programme	Design personal development menu, source modules and offer topics to members for delivery in 2017/18	April 2017
Apply for Charter Accreditation	Work with NILGA to prepare application and supporting evidence	May 2017
Obtain resources to deliver plan	Identify budgetary needs of programme and make application for 2017/18 funding allocation in rates estimates	January 2017
Prepare personal development plans for each member	Populate individual plans as training progresses	Ongoing

Draft Member Training Plan 2017-19

The following areas of training were identified by Members during the Training Needs Analysis. The order of priority is as shown in each strand

Training Strand	Course Title	Delivery Method	Estimated cost
Corporate Training	Member/Officer Roles	External provision	Half day sessions x 4 total £2,000
Corporate Training	Scrutiny and Challenge	External provision	Half day session x 2 total £1,000
Corporate Training	Taking a Strategic Approach	External provision	Half day session x 2 total £1,000
Corporate Training	Members' Code of Conduct	Ongoing - External provision	Half day sessions x 4 total £2,000
Corporate Training	Local Government Finance	External provision	Half day sessions x 4 £total 2,000
Corporate Training	Community Planning	External provision	To be confirmed
Corporate Training	Planning	Internal provision	
Corporate Training	Chairing/Standing Orders	Ongoing - External provision	Half day session x 2 £1,000
			TOTAL: £9,000
Accredited Academic Programmes for Individual Members	To be confirmed E.g. Diploma Civic Leadership and Community Planning at Ulster University	External provision	On basis of max 5 Members over 2 years with limit capped at £2,000 approx. £10,000 over 2 years.
			TOTAL: £10,000
Personal Development	Public Speaking	External provision	20 one to one sessions £4,000
	ICT Training	Internal provision	
	Media Skills	External provision	3 sessions £2,000
	Social Media	External provision	3 sessions £2,000
	Lobbying, Influencing and Negotiating	External provision	3 sessions £2,000
	Mediation and Dispute Resolution	External provision	3 sessions £2,000
	General Well Being	External provision	3 sessions £2,000
			TOTAL: 14,000
Attendance at conferences/courses/study visits			Current provision 2016/17 £200 per Member Total budget £8,000
		Total cost increase 2017-19	£33,000