

**PDP'S AND THE CORPORATE TRAINING AND DEVELOPMENT PROGRAMME**

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**Summary:** Presents NWEO's analysis of training needs as identified in PDP's and suggests further steps towards production of a training and development programme and working towards accreditation with the NWEO Charter.

<b>Recommendation:</b>	(a) the Training Needs Analysis carried out by North West Employers Organisation be noted and NWEO be thanked for their assistance in facilitating PDP's and producing the TNA report (b) a corporate training and development programme based on the needs identified be produced and that the outline structure for the programme set out in para 3.1 be approved; (c) the current position on progress towards accreditation to the NWEO Charter be noted and advice sought from NWEO on further progress towards accreditation as set out in para 4.3
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**Resource Implications** None of this report – cost of NWEO work on conducting PDP interviews and analysis already funded from current year's corporate training budget.

**LA 21 Implications:** None

**Rural Implications:** None

**Crime & Disorder Act Implications:** None

**Key Decision Status**

- **Financial:** No  
- **Ward:** No

**Other Ward Implications:** None

**1. INTRODUCTION**

- 1.1 Kevin Scallon from NWEO has facilitated PDP interviews with 30 Councillors in November and December 2005. A further 3 have been facilitated by Members of the Panel and 2 more are expected to be completed by the end of January.

- 1.2 Whilst the PDP interviews have been successfully completed (35 out of 48 is a good take-up), we have stressed all along that PDP's are only the start of the process. We need now to convert the raw data produced in the PDP's into a deliverable training programme which accurately reflects identified needs. We also need to ensure that we remain on track for achieving accreditation to the NWEO Member Development Charter.

## **2. TRAINING NEEDS ANALYSIS (TNA)**

- 2.1 NWEO's report containing an initial analysis of the training needs identified in the PDP's is attached at Appendix "A". The needs analysis report identifies seven broad categories of development needs identified in the PDP's and these are listed as (i) to (vii) on pages 4 and 5. Some further work needs to be done to ensure all major identified needs are reflected in these categories, but subject to this these development needs should form the backbone of our corporate training and development strategy.
- 2.2 A number of topics have been identified in the PDP's which come into one of two other categories: the first are development needs which apply only to individual Members, rather than a group. These need to be referred to in the strategy but picked up on an individual basis with the Members concerned. The second covers topics which have been identified in PDP's but are not training and development needs in the usual sense of the term – usually aspirations for improvements in Council services, e.g. production of information bulletins or improved collaboration in areas such as health. These issues need to be addressed but outside of the Councillor training and development arena.

## **3. COUNCILLOR TRAINING AND DEVELOPMENT PROGRAMME**

- 3.1 Our Councillor Training and Development programme needs to comprise the following elements:

### Short Term Objectives:

- Development needs identified in categories (i) to (vii) of the TNA report, with indicative timescales and options for delivery which reflect as far as possible learning style preferences expressed by Members in PDP's. Delivery of training to meet these needs will be the first medium term priority of the programme and should be targeted appropriately in terms of resources in the short and medium terms.
- Other development needs identified in PDP's which require addressing through discussion with Members on an individual basis.
- Training where there is a statutory or regulatory requirement for regular updates or refreshers – e.g. Code of Conduct.

#### Medium/Long Term Objectives:

- Induction training, which needs to be a permanent feature of the programme, rather than addressed only in the lead-up to elections. This will set out the standards of induction training which newly-elected Members can expect, such as core and non-core modules, familiarisation programmes, mentoring and networking groups.
- Succession planning, which will be an attempt to bridge the gap between Councillors in existing leadership positions and those who might follow them. It is concerned also with building appropriate experience through lateral moves as well as vertical ones, and with balancing the needs of individuals with those of the organisation. This concept has had little attention in local government hitherto, but should be a feature of our programme if it is to be robust and credible.

#### **4. NWEO CHARTER ACCREDITATION**

- 4.1 The Panel might find it useful at this point to consider our current position in relation to achieving accreditation to the NWEO Charter. Accreditation requires demonstration of the following:
- (i) Having a statement of intent
  - (ii) Ensuring that all elected Members are made aware of training and development opportunities
  - (iii) Having a process to identify individual development needs which involves elected Members
  - (iv) Having an officer allocated to assist elected Members and groups in identifying needs and providing information on resources
  - (v) Having a strategy to meet the training and development needs of elected Members
  - (vi) Implementing the strategy locally.
- 4.2 Taking the requirements set out in 4.1 above:
- (i) is contained in the principles of training and development agreed by the Council in 2003. It is suggested that this should form a preamble to the Strategy.
  - (ii) needs to follow agreement to the Strategy by full Council
  - (iii) has been achieved through the PDP process and by having a pool of Members and officers trained in facilitation of PDP's in future.
  - (iv) Is in place
  - (v) Will be achieved on completion of and agreement to the Strategy.
  - (vi) Will need to follow on from (v).

- 4.3 We are therefore on course to achieve the six objectives in the near future. Accreditation will have significant benefits for the Council, not least in boosting our scoring in the next round of CPA in 2007. NWEO offer an advisory service (free) to authorities aspiring to accreditation to ensure they have all the necessary measures in place prior to applying for accreditation, and it is suggested this should be taken up as soon as possible.

**List of Appendices:** Appendix A – Training Needs Analysis Report  
Appendix B - Identified Needs  
Appendix C - Preferred Learning Styles