



# City of Doncaster Council

## Report

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**Date: 19 May 2023**

**To the Chair and Members of the COUNCIL**

### **MEMBER DEVELOPMENT PROGRAMME: REVIEW OF 2022/23 & PROPOSALS FOR 2023/24.**

#### **EXECUTIVE SUMMARY**

1. This report update on training undertaken during 2022/23 and provides details of the proposed member training and development programme 2023/24.

#### **EXEMPT REPORT**

2. This is not an exempt report.

#### **RECOMMENDATIONS**

3. Council is asked to:-
  - i. Note the Member training and development undertaken during 2022/23.
  - ii. Endorse the programme of Member Development activities and seminars scheduled for 2023/24 at Appendix A, including the inclusion of Treasury Management, Equalities Diversity Inclusion and Cultural awareness and Race Equality Training as mandatory for all Members.
  - iii. Note the programme of Member Development at Appendix A be further updated over the course of the year in consultation with the Member Development Working Group.

#### **WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?**

4. Ensuring the Council has a robust Training and Development programme in place will assist Councillors in effectively understanding their key roles and responsibilities. In turn, this will enable them to more effectively support and represent all citizens through effective decision-making and community leadership.

#### **BACKGROUND**

5. A planned and co-ordinated approach to Member Development is helpful in supporting Councillors to fulfil their roles effectively. It also helps support good governance by ensuring Councillors fully understand their roles and responsibilities and how they can support the delivery of Council and Borough

wide priorities. At its meeting on 21<sup>st</sup> May 2021 Council endorsed an approach to Member Development and Training that would support them through their current four year term 2021/22 – 2024/25.

6. Key features of the programme are:
  - i. **Mandatory training for all Members** - it was agreed that Induction (for new Councillors), Adult Safeguarding, Children's Safeguarding, Child Exploitation, Corporate Parenting, Health and Safety, Data Protection, Spam and Phishing and Equalities, Diversity and Inclusion, Members Code of Conduct, would be mandatory for all Councillors. Once undertaken this would be valid for the current four year term of office (2021 – 2025) unless there were significant policy or legislative changes that would require a refresh.
  - ii. **Mandatory training for specific Roles** – Council agreed that mandatory training is required before Members can undertake specific roles such as a Member of Audit, Licensing, Planning Committee or carrying out the role of Chair of a Committee. This will ensure a consistent standard of training and awareness for those Members who are involved in decision making. This training will be run annually to take account of any changes to Committee membership at Annual Council.
  - iii. **Members Seminars and Briefings** – Throughout the year a number of seminars and briefings are arranged to ensure Members are kept up to date on important policy developments or service issues.
  - iv. **Reviewing and Monitoring** - The Member development programme is regularly reviewed by the cross party Member Development Working Group (MDWG). This consists of the Cabinet Member with Member Development within her/his portfolio and one Member from each political group. During 2022/23 the MDWG included Councillors: Jane Nightingale (Chair), Dave Shaw, Jane Cox and Andy Pickering. The MDWG also reviews and monitors the effectiveness of Member Development, identifies further opportunities for development and reviews attendance. Following each training event Members are asked to complete an evaluation form and these are reviewed and monitored by the MDWG.
7. The training programme is a living document and is updated and amended as required by officers in Governance in consultation with the MDWG. Training is delivered mainly in house and remotely using Microsoft Teams. Some training however, is commissioned and delivered by external providers where this provides better value for money or requires specific expertise. Training can be delivered face to face if required. Mandatory training sessions are run on a number of occasions and at different times to ensure this accommodates Members' availability, particularly those who may have work or caring responsibilities.

## Evaluation of Member Development Activities 2022/23

8. **Mandatory Training for specific roles** - Following the 2022 Annual General Meeting, mandatory training was provided to support Members in undertaking specific roles on Committees e.g. Chairing skills, Planning, Audit and Overview and Scrutiny training. Training for Licensing Committee Members is now delivered externally by the Institute of Licensing.
9. **Mandatory Training for all Members** - During the course of the year Members were asked to complete a new mandatory course on Cyber Security, this replaces the Spam and Phishing course previously undertaken. Cyber Security is a significant risk for local authorities and this training ensures Members are aware of the actions needed to protect the organisation from cyber threats.
10. **Externally hosted events** - A number of externally hosted events have taken place during the year to provide Members with an external perspective on their role. The Local Government Association hosted a session for Members on Prevention Matters – how elected Members can improve the health of their communities. Members were also provided with an opportunity to attend a participative and engaging Race Equality Training session in January 2023.
11. **Member seminars and briefings** have kept Members informed and updated on a range of issues, policy changes and changes to service delivery. Briefings have been held on the important issues such as Doncaster Sheffield Airport, Cost of Living and Proud to Care.

## Member Training & Development 2022/23

12. The Member Training programme for 22/23 is attached at Appendix A and has been considered by the Member Development Working Group. All Councillors have been given the opportunity to put forward issues for consideration. Officers have also been asked to identify any topics for seminars and briefings for inclusion during the course of the year. However, it is a live document and will be updated and amended throughout the year to respond to development needs as they arise. This programme will also be regularly reviewed and updated by the MDWG.
13. **Mandatory training:** During the course of the year Training on Equality, Diversity and cultural awareness will be arranged for all Members. This will ensure greater understanding of the 2023-25 Equality, Diversity & Inclusion Framework and Protected Characteristics agreed by Cabinet on 29<sup>th</sup> March 2023. It is also recommended that the Race Equality Training be undertaken as a mandatory session by those Members who were unable to attend the sessions in January 2023.
14. CIPFA issued a revised Treasury Management code in December 2021 for implementation from 1st April 2023. The Code now requires all members with responsibility for treasury management receive adequate training. Treasury management is the management of an organisation's cash flows, its banking, money market and capital market transactions; the effective control of the risks

associated with these activities and the pursuit of optimum performance consistent with those risks. The Treasury Management Strategy is approved by Members as part of the Council's budget therefore all Members will be required to complete the training. The training will explain in more detail what Treasury Management means and Members will develop an enhanced awareness of their role within the Treasury Management function, understanding the changing market environment and the challenges facing officers on a daily basis.

15. **Mandatory Training for specific roles** - Following the AGM, training has been arranged to ensure any Members newly appointed to Committees undertake relevant training to fulfil their role on those committees e.g. Licensing, Planning, Audit and Charing. Licensing training will be undertaken remotely and be delivered by the Institute of Licensing.
16. **Developing Community Leadership** – During the course of the year we will continue to identify any relevant training that will support Members in Leading, representing and effectively communicating with communities. This may include presentation skills, communication, resilience and conflict resolution.
17. **Overview and Scrutiny** – Further training sessions will be arranged to support Members in their Overview and Scrutiny role. Requests for additional training have been made by a number of Scrutiny Chairs and Vice Chairs to support with developing recommendations and chairing. This will build on the sessions previously delivered around the general principles of Overview and Scrutiny and developing questioning skills and will be considered during the course of the year.
18. **Briefings and Seminars** - During the course of the year Members will continue to receive briefings, seminars and updates on important issues as they arise, topics for consideration will be identified over the course of the year to ensure updates are timely and appropriate. Members will be informed via the weekly training and seminar email, topics are likely to include updates on Doncaster Sheffield Airport and any specific policy or legislative changes.

### **Additional Training and Development Activities**

19. Other key areas of Member Development will include:
  - Continuing to explore how Officers and Councillors can work together to deliver and ensure effective community outcomes. This concept is wider than training and development and will take account of such issues as identifying effective behaviours, use of equipment and technology, building up networks and contacts as well as understanding communities.
  - Continuing to support Councillors to become more digitally enabled by providing further support and training as well as the development of applications that will support remote and flexible working. Significant work has taken place by the Digital Council Team to support and engage with Councillors and support them in the use of new technology.

- Establish more training materials and resources to assist Councillors and explore the opportunities for e-learning. Copies of presentations and training resources are available to access on the Council’s intranet. This will also be supplemented by briefings and guidance on general governance issues such as code of conduct, decision making processes and constitutional guidance where appropriate.
- Whilst training will continue to be delivered using Microsoft Teams, opportunities for face to face training sessions will be considered where this is appropriate.

### Monitoring and Review


20. The draft plan attached at Appendix A sets the framework for training over the next year and once outstanding dates for training sessions have been confirmed, this will be regularly reviewed and considered by the Cabinet Member for Corporate Services and the MDWG.








### OPTIONS CONSIDERED AND REASONS FOR RECOMMENDED OPTION

21. To develop a stand-alone one-year training and development programme would not provide a planned co-ordinated approach to Member Training and Development. This programme builds on the initial induction and mandatory training programme introduced during 2021/22 and 2022/23.
22. Endorsing an initial training programme and agreeing the principles of future training and development for the current cohort of Councillors will help establish a planned and co-ordinated programme of development activities.
23. The MDWG will continue to review the programme regularly to ensure it is relevant and stays on track. The programme is a planned approach aimed at meeting the development needs of Members now and in the future. Identifying mandatory training serves to support Members in their role ensuring clarity and identifying any risks or corporate/personal liabilities.

### IMPACT ON THE COUNCIL’S KEY OUTCOMES

24. This report has no direct impact on the Council’s Key Outcomes. However, ensuring Councillors have the skills and knowledge to undertake their role will ensure they are more likely to positively contribute to all priorities.

Great 8 Priority	Positive Overall	Mix of Positive & Negative	Trade-offs to consider – Negative overall	Neutral or No implications
 <b>Tackling Climate Change</b>				✓

Comments: N/A				
 <b>Developing the skills to thrive in life and in work</b>				✓
Comments: N/A				
 <b>Making Doncaster the best place to do business and create good jobs</b>				✓
Comments: N/A				
 <b>Building opportunities for healthier, happier and longer lives for all</b>				✓
Comments N/A				
 <b>Creating safer, stronger, greener and cleaner communities where everyone belongs</b>				✓
Comments: N/A				
 <b>Nurturing a child and family-friendly borough</b>				✓
Comments: N/A				
 <b>Building Transport and digital connections fit for the future</b>				✓
Comments: N/A				
 <b>Promoting the borough and its cultural, sporting, and heritage opportunities</b>				✓
Comments: N/A				
<b>Fair &amp; Inclusive</b>				✓
Comments: Training on Equalities, Diversity and Inclusion, Cultural Awareness and Race Equality all feature in the 2023/24 programme. Ensuring Councillors are				

fully aware of the Council's role in this area will assist them in delivering this agenda and effectively supporting their communities and effective decision making.

#### **LEGAL IMPLICATIONS [Officer Initials: NC Date 09/05/23 ]**

25. The Council has the legal power to arrange training for Members by virtue of both S111 Local Government Act 1972 (which gives Local Authorities the power to do anything "which is calculated to facilitate, or is conducive or incidental to, the discharge of any of their functions" and S1 Localism Act 2011 (the general power of competence): "a local authority has power to do anything that individuals generally may do unless restricted by law".

#### **FINANCIAL IMPLICATIONS [Officer Initials: PH Date: 09/05/23]**

26. A budget of £5k exists to support Member Training and Development, which will mainly be used to support external provision. This budget has been sufficient in previous years and is expected to be for the indicative 2023/2024 programme.

#### **HUMAN RESOURCES IMPLICATIONS [Officer Initials: KG Date: 09/05/23 ]**

27. There are no specific HR implications associated with this report, HR will assist where required in terms of training and development for Councillors on all relevant policies and procedures. Where the need for external training is identified due regard must be given to the Councils Contract Procedure Rules for the procurement of works, supplies and services.

#### **TECHNOLOGY IMPLICATIONS [Officer Initials: ET Date: 09/05/23 ]**

28. Technology is an essential enabler to assist Councillors in undertaking their roles and duties. ICT & Digital will continue to work closely with colleagues in Governance & Member Services to support Councillors in the use of new technology and to become more digitally enabled by providing further support and training as needed. Councillors will also have access to the new Digital Skills Hub as well as the development of applications that will support remote and flexible working. Significant work has taken place by the Digital Training Team to support and engage with Councillors and support them in the use of new technology.

#### **RISKS AND ASSUMPTIONS**

29. Mandatory training for all Members on areas such as the Code of Conduct, Safeguarding, Data Protection, and Health and Safety will ensure Members have a clear understanding of their roles and responsibilities and are aware of any significant risks including any corporate or personal liabilities. There is a risk to the Council and the individual Member if they do not engage with this training and do not fully understand their responsibilities. The MDWG and

officers will work with Members and Groups to ensure attendance at these sessions.

30. The MDWG will continue to monitor development activities including attendance, feedback and evaluation from events. This will provide the opportunity to further encourage participation within political groups and review the effectiveness of courses.

## **CONSULTATION**

31. All Members have been consulted on proposals for training and development via a questionnaire. The MDWG is regularly consulted on Member training and development and meets quarterly to review and consider training and development

## **BACKGROUND PAPERS**

32. There are no background papers associated with this report

## **GLOSSARY OF ACRONYMS AND ABBREVIATIONS**

- MDWG Member Development Working Group
- LGA – Local Government Association
- LGIU – Local government Information Unit

## **REPORT AUTHOR & CONTRIBUTORS**

Andrew Sercombe, Governance & Member Services Manager  
01302 734354 [andrew.sercombe@doncaster.gov.uk](mailto:andrew.sercombe@doncaster.gov.uk)

**Scott Fawcus**  
**Assistant Director of Legal and Democratic Services**



## MEMBER TRAINING & DEVELOPMENT PROGRAMME 2023/24 APPENDIX A

**Mandatory Training – once undertaken will be valid for the 4 year period (2021/22 – 2024/2025 unless otherwise indicated).**

**All training is scheduled for 2 hours maximum, both day and evening sessions**

No.	Topic	Date
1	<b>New Member Induction - Mandatory for newly elected Councillors.</b>  MS Teams	Completed To be arranged only when required.
<b>MANDATORY TRAINING – ALL MEMBERS (BI-ANNUAL)</b> <b>This is compulsory for all Members (to be undertaken on a bi-annual basis).</b>		
2	<b>Data Protection</b>  E-Learning	Completed To be undertaken next 2024/25
<b>MANDATORY TRAINING FOR ALL MEMBERS</b> <b>This is compulsory for all Members (once undertaken this is valid for 4 years).</b>		
3	<b>Equality, Diversity and Inclusion Training (EDI) including Cultural Awareness*</b>  MS Teams	TBC
4	<b>Children’s Services Safeguarding and Corporate Parenting (COMBINED)</b>  MS Teams	Completed
5	<b>Child Exploitation</b>  MS Teams	Completed
6	<b>Spam &amp; Phishing</b>  E-Learning	Completed Replaced with Cyber Security (6a)
6a	<b>Cyber Security</b>  E-Learning	Completed
7	<b>Health &amp; Safety for Elected Members</b>  MS Teams	Completed

8	<b>Adult Safeguarding</b> MS Teams	Completed
9	<b>Code of Conduct</b> MS Teams	Completed
<b>PROPOSED Mandatory Training For All Members</b>		
9 a	<b>Treasury Management</b>	Monday 3 <sup>rd</sup> July 2023 at 2pm Tuesday 4 <sup>th</sup> July 2023 at 10am Wednesday 5 <sup>th</sup> July 2023 5.30pm
9 b	<b>Race Equality Training</b>	TBC
<b>MANDATORY FOR COMMITTEE MEMBERS UNDERTAKING SPECIFIC ROLES - This is compulsory for all Committee Members (once undertaken this is valid for 4 years)</b>		
10	<b>Planning Induction</b> MS Teams	Wednesday 24 <sup>th</sup> May 2023 at 1pm
11	<b>Licensing Induction</b> MS Teams	Training session with the Institute of Licensing date: TBC
12	<b>Audit Induction</b> MS Teams	Wednesday 7 <sup>th</sup> June 2023 at 2pm
13	<b>Chairing Skills (compulsory for Chairs &amp; Vice Chairs of Committees)</b> MS Teams	Wednesday 24 <sup>th</sup> May 2023 at 2.30pm
<b>MANDATORY FOR IDENTIFIED GROUPS</b> <b>This is compulsory for identified groups (once undertaken this is valid for 4 years).</b>		
14	<b>Performance Management</b> Mandatory for Cabinet & Scrutiny Members MS Teams	To be arranged as required.
15	<b>Local Government Finance</b>	To be arranged as required.

	Mandatory for Cabinet & Scrutiny Members MS Teams	
16	<b>Understanding Overview and Scrutiny</b> Mandatory for Overview and Scrutiny Members (providing an overview of the function) MS Teams	To be arranged as required. <i>Please note there are limited places on this course.</i>
17	<b>Understanding Your Role on Outside Bodies</b> Mandatory for Councillors appointed to Outside Bodies. MS Teams	To be arranged.
<b>OTHER TRAINING SEMINARS AND BRIEFINGS (Further sessions to be determined during the course of the year)</b>		
	<b>Overview and Scrutiny Skills Training;</b> e.g. <b>Developing Recommendations</b> <b>Questioning Skills</b>	TBC
	<b>Licensing for Non-Licensing Members</b>	TBC
	<b>Prevent Terrorism (WRAP)</b>	TBC
	<b>Health in All Policies</b>	TBC