

# **LANCASHIRE POLICE AUTHORITY**

## **MEMBER DEVELOPMENT STRATEGY**

### **Introduction**

The Lancashire Police Authority is an independent body. It sets the strategic direction for policing in Lancashire, ensures that the police service is run efficiently and effectively, and holds the Chief Constable to account on behalf of the local community for the policing service delivered.

The Authority has 17 Members. They need to be able to apply a range of skills, knowledge and understanding at an appropriate level in order that the Authority can function effectively. Members bring a range of knowledge, skills and experience to the Authority and this Member Development Strategy seeks to build upon that. It provides an overarching framework of support, learning, training and development opportunities for all Members, from initial induction for all members, through to meeting individual needs which are role specific.

Learning and development is an ongoing activity for Members, which supports Members to meet their individual needs to enable them to carry out their various authority roles effectively, and supports capacity building and succession planning within the Authority.

### **Aims and Objectives of the Strategy**

The overall aim of the Strategy is to ensure that all Members have access to a range of learning and development opportunities on an on-going basis to enable them to carry out their various roles on the Authority effectively.

The key objectives are to:-

- Develop Members' knowledge and understanding of the Authority's and Constabulary's business.
- Ensure Members are aware of significant national, regional and local developments which impact on the Authority's work.
- Ensure Members are able to function effectively as quickly as possible, particularly following appointment.
- Develop Members' skills and competence to enable them to carry out their various roles within and for the Authority effectively.

- Encourage and assist the more experienced Members to support other Members' in their learning and development (eg., through the buddying framework).
- Ensure member learning and development supports effective working of the Authority.

## **How the Authority carries out its Business**

### **Roles and Responsibilities**

The Authority's main jobs are to:

- consult and engage with the people of Lancashire about policing, antisocial behaviour and the prevention of crime
- set local policing priorities and challenging targets for achievement
- monitor and scrutinise policing performance
- secure continuous improvement in policing
- publish an annual policing plan which tells local people what they can expect from their police service
- publish an annual local policing summary which reports on performance achieved
- set and monitor the police budget and decide how much council tax local people should pay for policing in Lancashire
- co-operate with other constabularies, where this is in the interests of efficient and effective policing
- appoint the Chief, Deputy and Assistant Chief Constables
- oversee complaints made against the police
- work with local partners (eg Community Safety Partnerships and local authorities)
- manage an independent visiting scheme
- carry out our responsibilities having due regard to the equality and human rights duties.

The membership comprises

- seven County Councillors from Lancashire County Council
- two Unitary Authority Councillors, one each from Blackburn with Darwen and Blackpool Councils
- eight Independent Members, one of whom is a Magistrate.

Members serve a four year term. They carry out their role through formal Authority and committee meetings, informal briefings, seminars, and a range of Constabulary and partnership meetings across Lancashire. They meet and engage with the public and may also be involved in regional and national meetings.

The Authority is supported by a full-time Chief Executive and eleven members of staff who are directly employed. Specialist support is bought in for a number of services.

### **Corporate and Business Planning**

The Authority's vision and medium term developmental objectives are set out in its Corporate Plan. The current Plan covers the period 2007/11.

## **Lancashire Police Authority Ambition**

“The ambition of Lancashire Constabulary is to consistently be the best police force in the country. We will support the Chief Constable to deliver that ambition, in a way that provides best value to people and sees the Constabulary continuously improving its service provision.”

The Authority sees its role as being to secure the maintenance of efficient, effective policing for Lancashire, which remains focused on local communities and responds to and re-assures community concerns.

The seven medium term developmental objectives in the 2007/11 Corporate Plan relate to:

- Continuous improvement
- Sustaining performance
- Consultation and community engagement
- Effective scrutiny function
- Enabling effective delivery of the Policing Plan
- Developing and improving collaboration
- Equality and diversity.

Supporting this, the Authority develops an annual Business Plan. The key annual developmental activities in the Business Plan are framed around the seven medium term developmental objectives. Implementation of the Plans is driven by the Chief Executive and her staff with the active support and engagement of Members through a range of activities.

## **Individual Members' roles, priorities and personal development**

Statements of the roles and responsibilities of the key member roles are attached at Appendix [A].

In the run up to the Authority's Annual General Meeting, all Members have a Member Development Meeting with the Chair and Vice-Chair of the Authority and the Chief Executive. This is an opportunity to look back at Members' previous year's activity and contributions to the Authority and, in the context of the Authority's key business priorities for the coming year, to discuss each member's personal priorities and contributions to the Authority's key work areas and their personal development needs for the coming year.

From these discussions with all Members, the Chair and Vice-Chair and the Chief Executive draw up proposed Committee memberships, allocation of Committee Chairs and Vice-Chairs and lead member roles for the Authority's consideration, and record any personal development needs. As part of these discussions from 2009/10, up to 3 personal priorities/objectives will be agreed for each Member for the coming year. A personal development plan template is available to assist this process – see Appendix [B] and will be completed in respect of each Member.

## **Annual Member Learning and Development Plan**

Following the Member Development Meetings, Member Development Working Group (the two Lead Members on Learning and Development Training, one Councillor and one

Independent Member), will meet with the Deputy Chief Executive (the lead officer on Member Development) to consider

members' training, learning and development needs  
members' evaluation from the previous year's training,  
priorities to meet the Authority's business needs,

and develop the Annual Member Learning and Development Plan for the coming year. The Group will ensure that priority development needs will be met to enable Members to carry out their duties effectively. This Plan will be considered by the Human Resources Committee and approved by the Authority in July. The current Plan is at Appendix [C].

## **Learning and Development Opportunities**

The Learning and Development Plan is built around the Member Competency Framework. A range of products and activities is available for Members. This includes:

- A comprehensive induction programme
- Seminars (Authority, Constabulary and external briefings)
- Briefing notes
- Training courses (in-house, Constabulary, external)
- Conferences
- One-to-one/small group meetings/briefings/site visits with Authority/Constabulary Officers/the Authority's service providers (eg., Monitoring Officer)
- Buddying with/briefing from other Authority Members. A buddying framework is attached at Appendix [D].
- Access to information/reading materials/websites
- From 2009/10 access to e-learning opportunities is to be exploration/developed.

The Authority's website includes a Members' area, where details of forthcoming conferences, seminars and other development opportunities of general interest to Members are posted. Events of interest to a small number of members only will normally be issued by email to those concerned. Members' attendance at external events is approved by the Deputy Chief Executive. Members may also discuss opportunities that have come to their attention with the Chief/Deputy Chief Executive. During 2009/10, this area of the website will be further expanded to provide a more comprehensive section on Member Learning and Development.

## **Training Provision and Collaboration**

Training will be provided in-house, by the Constabulary, the Authority's professional contractors or by external providers as appropriate. Where training is procured from external providers, the Authority will do so in accordance with rules of the Scheme of Delegation and Contractual Standing Orders.

Where this is conducive to efficient and effective working, the Authority will collaborate with other police authorities, local authorities and other organisations, as appropriate to provide learning and development. This will have the added benefit of enabling Members to network with peers.

The Authority will also work with others to ensure that training provision is not duplicated, eg. it will work with Lancashire County Council, Blackburn-with-Darwen Council and Blackpool

Council to ensure that Member training on Standards and Conduct is covered for the Authority's purposes but not duplicated for councillors.

## **Evaluation**

A training evaluation template [see Appendix E] is available on the Members' website. Members will be asked to complete this after the induction programme/training events/activities to assist in ensuring that training provision meets Members' needs.

Members' training evaluation feedback will be considered by the Member Development Working Group and will inform future training provision.

## **Equality Considerations**

In implementing this Strategy all Members and Officers will have regard to the need to ensure that:

- the Authority promotes equality of opportunity so that training and development is available to meet all Members' individual needs; and that
- no Member is discriminated against on the grounds of age, disability, gender, race, religion or belief and sexual orientation or any other irrelevant factor.

## **Financial Implications**

Member training and development is a key priority for the Authority. The Authority will seek to provide cost effective learning and development opportunities to meet Members' needs. Sufficient resource will be provided annually to support this function, through the combined budget for Member training, conferences and travel.

## **Review**

The Strategy will be reviewed every three years. Next review 2012.

The Member Learning and Development Plan will be reviewed annually. Next review 2010/11.

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