



Llywodraeth Cymru
Welsh Government

FOREWORD

**From the Welsh Government Minister for Public Services,
Leighton Andrews AM**

Community and town councils make a valuable contribution to local democracy and deliver an increasingly broad range of local services. As we set out in the White Paper on Reforming Local Government: Power to Local People, I would like to see community and town councils more actively involved in services which meet the needs of vulnerable groups in communities.

But the environment for our local services is changing. Budgets are reducing, and our population is ageing. People expect more from their public services in terms of accessibility, openness and transparency.

To respond to these changes, Community and Town Councils must be more ambitious, open and transparent and prepared to work in partnership with other organisations. The range in sizes, budgets and activities of our grass roots councils in Wales means that there is a case for improving consistency. This will require a step change in the capacity and capability of some councils, stronger governance, and wider engagement with other public services and the third and private sectors.

Training and professional development will be crucial in these times of change, providing people with the skills they need for their developing roles.

The Welsh Government is ambitious for Local Government in Wales, and for our local communities. Whether you are a councillor or a clerk, regardless of your length of service with your council, or professional background, I would encourage you to take up the training available through the National Training Strategy.

Leighton Andrews AM
Minister for Public Services

INTRODUCTION

- 1.1 Training and development of councillors and employees is fundamental to the success of community and town councils as they face up to the ever growing challenges of devolution of services and community asset transfers as well as supporting the potential re-structuring of the sector currently featuring as a component of the local government reform agenda in Wales. Training needs to be developed to further the aims and objectives of devolving services closer to the communities they benefit. Training takes many forms and includes time out to attend training courses and seminars, reading relevant publications and attending good practice sharing fora such as One Voice Wales (OVW) Area Committees and Society of Local Council (SLCC) Branch meetings. It is a continuous process where knowledge and skill develop over time bringing significant benefits to the effective operation of councils as well as tangible benefits to the communities and towns served by some 735 councils throughout Wales. The National Training Advisory Group is delighted to introduce this updated Strategy for the sector with a strong belief that it will help develop councils deliver high quality services demanded by their electors.
- 1.2 The Strategy builds on the considerable achievements that have been made over the previous five year period since the launch of the original training strategy for Wales was published. OVW and the SLCC are both proud of the progress that has been made in developing the knowledge and capacity of councils in Wales but recognise that there remain significant challenges ahead as the sector responds to potential devolution of a range of new services from unitary authorities including community asset transfers and looks to work more closely with a range of partners from both the public and third sector. For the largest of councils there will be new duties to be assumed in relation to sustainability, stemming from the Wellbeing of Future Generations (Wales) Bill, which will require both councillors and clerks to widen their knowledge base and understanding of this critical subject area.
- 1.3 OVW and the SLCC are well placed to build on the progress already made but will need the on-going funding support and encouragement from the Welsh Government which has been invaluable in helping both organisations develop their own capacity to deliver a much valued programme of training and development in support of the work of the sector.
- 1.4 This strategy aims to build on the firm foundations that already exist and enable both organisations to respond effectively to the current and future training and development needs of the sector.

1.5 In order to demonstrate the achievements that have been made since the first national training strategy was published, Appendix One to this strategy provides tangible evidence of what has been achieved to date.

1.6 The National Training Advisory Group known as 'NTAG' is delighted to publish this new training strategy which creates a pathway for future action for the next five years. Appendix Four gives the terms of reference and membership of NTAG.

2 MISSION STATEMENT

Our mission statement is very simple and capable of expression in just one sentence as follows:

'The National Training Advisory Group is committed to, and passionate about, improving the knowledge and skills of councillors and clerks supported by a process of continuous improvement which will enhance the level of professionalism in the sector and maximise the effectiveness of councils.'

3 THE CURRENT POSITION.

3.1 One Voice Wales

3.1.1 The courses and publications available are listed in Appendix Six.

3.1.2 Courses are delivered through 2.5 hour sessions delivered primarily during evenings at a wide range of venues throughout Wales. Councils can also purchase the courses on a bespoke basis and to date the modules on planning and devolution have been delivered solely on this basis. All courses involve formal input and group engagement and attendees are actively encouraged to attend the whole suite of programmes over a period of time. Many councillors take up this encouragement and become engaged in a process of continuous improvement.

3.1.3 The key results from a OVW training needs survey conducted in 2013 are appended (Appendix Three).

3.1.4 In addition to direct provision of training, OVW has also been instrumental in working in partnership with other bodies in Wales to enhance the availability of training. These partnerships have so far included provision of training in allotment management by the Federation of City Farms and Community Gardens, Strong Roots training delivered by Cynnal Cymru and workshops delivered on information management by the Information Commissioner's Office in Wales. Furthermore, OVW has agreed a protocol

with Planning Aid Wales for the delivery of 'planning' training to community and town councils.

3.1.5 Appendix One provides details of the volume of training delivery by SLCC and OVW during recent years.

3.1.6 However, some specific concerns remain relating to the level of course cancellations and the apparent failure on the part of some councils to appreciate the significance of gaining knowledge relating to certain of the modules e.g. equality and diversity. Some councils especially those in the remoter parts of Wales have indicated a preference for the modules to be available as part of an e-learning package which would remove the barriers of travel to selected venues. These concerns must be tackled effectively to ensure that maximum impact is achieved in raising the professionalism of the sector.

3.2 Society of Local Council Clerks

3.2.1 Since the launch of the first National Training Strategy over 400 Clerks have been trained on various topics which are listed in Appendix Six. Appendix Two provides a year by year analysis of SLCC developments in training from 2003 up to 2014.

3.2.2 These courses are delivered by professionals in the sector, some of which include practising Clerks. Additional trainers are sourced from external organisations that pride themselves on the knowledge and expertise needed to deliver these courses. All courses are a full day's training and provide Continuous Professional Development (CPD) points to the Clerk for their own professional development.

3.2.3 Key results from the 2010 SLCC training needs survey are appended (Appendix Five)

3.2.4 To react to the survey responses the SLCC took the following steps:

- 2011 - Started work to update Working with Your Council (WWYC), and deliver this product as an e-Learning induction programme. In 2013 the SLCC launched the Induction for Local Council Administration (ILCA) which responded to members' needs. This online training programme is being promoted to councils in Wales. From those who have (currently) registered for ILCA 14% are from Wales.

- 2010/2011/2012 saw a decline in numbers of attendees at one day CPD training courses, this resulted in courses being cancelled due to lack of interest. In 2013 an “Expression of Interest” page was set up on our website asking those who were interested in receiving specific training in their area to advise us of the demand. This document now sets the basis of training and courses are being run in areas where the demand is.
- Planned & delivered a joint event with OVW in both 2013 & 2014. Feedback from this was encouraging and plans for a 2015 event are now in place.

3.2.5 SLCC continues to evaluate training delivered to the sector to ensure that it is current, informative, and cost effective.

4 **Future Desired Position.**

4.1 All stakeholders wish to build on the firm foundation that has already been established in Wales. The strategy therefore consists of the following key aims:

a) To provide active encouragement to all community and town Councils to create an annual training budget based on a training needs analysis informed by the range of training and development opportunities available from OVW and SLCC. As part of this process, councils will be encouraged to estimate the number of councillors requiring training and the specific needs of the clerk and other officers. **Actions to support this aim will be:-**

- *Reference to the need for councils to have a training budget be included in the winter edition of ‘The Voice’ and publicised at the annual Conferences of OVW and SLCC*
- *Matrix of training courses and publications as referenced in Appendix Six of this Strategy be included on the websites of OVW and SLCC*
- *OVW and SLCC will make greater use of social media to communicate training issues and opportunities*

b) To seek to continue to offer the training bursary to eligible smaller councils with if possible the budgeted income level of councils being increased to reflect the impact of inflation. The level of the bursary requires review especially how it impacts on clerks and smaller councils. OVW and SLCC will put together a case for the review of the bursary scheme in the early part of 2015. **Actions to support this aim will be:-**

- *OVW and SLCC will publicise the availability of the scheme in brochures, newsletters and on their respective web-sites*
 - *OVW and SLCC will examine the wording and application process for the bursary scheme and submit any proposals for change to the Welsh Government for approval, and approach the Welsh Government for support to run the scheme.*
- c) To gain a commitment on the part of every council to ensure that new clerks and councillors have attended or undertaken an induction programme, funded by the council, within their first six month's in post. **Actions to support this aim will be:-**
- *OVW and SLCC will issue a joint communication to their members highlighting the importance and subsequent benefits of effective induction of new councillors and clerks; courses available to support the induction process; and requesting each council to sign up to this commitment through a resolution made at a full council meeting*
 - *It will be an expectation that Councillors in their first year of office will attend six of the training modules to form part of a core competency framework (Induction for new councillors, the council as an employer, understanding the law, understanding finance, code of conduct and equality and diversity)*
 - *This joint communication to be issued to all councils on an annual basis*
 - *A section on the importance of and ingredients of induction programmes be included on the OVW and SLCC web-sites*
 - *The importance of induction be included in speeches made by the Chief Executives of both organisations at their annual conferences, in 'The Voice' and in SLCC e-bulletins*
 - *Subject to funding, OVW and SLCC will jointly develop a competency framework for local councils during the period covered by the strategy*
- d) To gain a commitment from councils that they actively support all training available from OVW and SLCC on the basis that greater knowledge and skills will influence the effectiveness of the work of the council. **Actions to support this aim will be:-**

- *A joint communication be issued by the Chief Executives of both organisations to be followed up at six monthly intervals*
- e) To reduce the level of course cancellations experienced by both OVW and SLCC through the actions above but also through active marketing of courses. **Actions to support this aim will be:-**
- *SLCC will continue to use a database of expressions of interest in courses as a means of targeting the delivery of training thus reducing cancellations*
 - *SLCC will market their courses in news bulletins, the Clerk magazine and targeted e-bulletins ensuring that courses are highlighted by specific areas in Wales*
 - *OVW will issue its training programme on a twice a year basis which will be designed on an area specific basis*
 - *OVW will continue to issue regular e-mail reminders about course availability and will encourage the take-up of bespoke courses*
 - *OVW will market its courses on its web-site and in its publications*
 - *Councillors booked in to attend courses that are cancelled will be offered places on alternative courses*
- f) To ensure that all clerks and councillors in Wales have as an absolute minimum, a good understanding of finance, governance and accountability in the management of public funds. **Actions to support this aim will be:-**
- *Finance courses to be given a heightened focus over the next 2 years (OVW and SLCC will consider how to convey this message to their respective memberships and plan suitable actions to achieve the aim)*
 - *The availability of the Practitioner's Guide be publicised on the web-sites of both organisations and in their publications (Available free from the OVW and SLCC web-sites).*
- g) To ensure that clerks remain abreast of current legislation and best practice within the sector. **Actions to support this aim will be:-**
- *SLCC to use all of its communications media to publicise training and development opportunities including its Annual Conference, regional road-shows and joint events with OVW*

- h) The clerk's profession in Wales should have its own unique relevant suitable qualification (currently CiLCA Wales) and active encouragement to both clerks and councils should be maintained by the representative bodies. **Actions to support this aim will be:-**
- *Both organisations to use all relevant methods to publicise the importance of the qualification*
 - *To seek funding from the Welsh Government to support updates to CiLCA(Wales)*
- i) To ensure that councils and their clerks remain abreast of current legislation and best practice within the sector. **Actions to support this aim will be:-**
- *OVW and SLCC will maintain regular contact with its members advising them of changes in legislation and models of best practice*
- j) To regularly assess the knowledge and skills requirements of councillors and clerks and respond as appropriate through the development of new training and development opportunities. **Actions to support this aim will be:-**
- *OVW and SLCC to undertake a training needs analysis on a 4 year cycle to obtain relevant information to support the planning of on-going training and development opportunities*
- k) To regularly review the content of current training programmes and update as necessary to ensure the on-going currency of the materials. **Actions to support this aim will be:-**
- *Both organisations will undertake a review of training and development materials on at least an annual basis and will make application to the Welsh Government as appropriate for funding to support this vital work*
- l) To jointly co-ordinate training needs surveys of the sector at the end of Year 3 of the period of the Strategy repeated at the end of the Strategy period to assess the success of the Strategy. **Actions to support this aim will be:-**
- *This aim will be delivered in the light of the action referenced in 4.1(j) above*
- m) To ensure that there is the capacity to deliver appropriate induction and code of conduct training sessions for new councillors elected in 2017. **Actions to support this aim will be:-**

- *OVW will ensure that the staffing strength is available to deliver a greater number of training and development opportunities to support new councillors elected in 2017*

n) To ensure that all training materials are available through the medium of English and Welsh.

Each organisation will develop its own on-going action plan to support the achievement of these aims.

5 CONSULTATION PROCESS ON THE STRATEGY.

This is described in Appendix Seven.

APPENDIX ONE VOLUME OF TRAINING DELIVERY BY SLCC AND OVW

SLCC - 2010 – 2013 Conferences & Courses available

Year	Title	Location	Delegates
2010	Conference for Wales	Cwmbran	61
2010	CPD – Cemetery Management	Monmouthshire	16
2010	CPD – WWYC	Cardiff	12
2010	CPD – WWYC	North Wales	9
2011	Conference for Wales	Llandrindod Wells	47
2011	CPD – WWYC	Pembrokeshire	5
2011	CPD – WWYC	Monmouthshire	7
2011	CPD – Cemetery Management	Powys	CANCELLED
2011	CPD – Cemetery Management	Pembrokeshire	CANCELLED
2011	CPD – Common Land	Gwynedd	CANCELLED
2011	CPD – WWYC	Powys	12
2011	CPD – Financial Management	Gwynedd	13
2011	CPD – WWYC	Glamorgan	CANCELLED
2011	CPD – VAT	Glamorgan	CANCELLED
2012	Conference for Wales	Swansea	51
2012	CPD – WWYC	Wrexham	13
2012	CPD – Agendas & Minutes	Gwynedd	4
2012	CPD – WWYC	Ceredigion	3
2012	CPD – WWYC	Cwmbran	10
2013	Conference for Wales	Llandudno	37
2013	Joint SLCC/OVW Conference	Swansea	72
2013	CPD – VAT	Carmarthen	11
2013	CPD – Allotments	Gwynedd	CANCELLED
2013	CPD – WWYC	Wrexham	CANCELLED
2013	CPD – Step up to CiLCA	Brecon	6
2013	CPD – WWYC	Newtown	5
2013	CPD – Agendas & Minutes	Aberystwyth	6
2013	CPD – CiLCA Portfolio	Cwmbran	5
2013	CPD – CiLCA Portfolio	Wrexham	CANCELLED
2013	CPD – WWYC	Neath	9

Total 414 delegates received training from 2010 – 2013

OVW Course analysis 2012-2014

**ANALYSIS OF TRAINING PROVISION 2012-2014
(excl. Planning training arranged through Planning Aid Wales)
MID WALES**

MODULE REFERENCE	No. Cancelled	No. Held	Numbers attending
Induction	8	12	139
The Council	14	0	0
The Councillor	7	5	42
Council as Employer	9	3	21
Law	15	4	37
Council Meeting	15	4	29
Finance	16	6	61
Health and Safety	1	1	10
Community Engagement 1	11	3	23
Code of Conduct	9	10	124
Chairing Skills	2	1	6
Community Planning	3	0	0
Community Engagement II	2	0	0
Equality and Diversity	1	0	0
Information Management	1	0	0
Use of IT, Websites, Social Media	0	0	0
Making Effective Grant Applications	2	0	0
Effective Management of Staff	1	0	0
Devolution of Services	0	2	40
Strong Roots	3	5	31
Allotments	2	5	48
TOTALS	122	61	611

NORTH WALES

MODULE REFERENCE	No. Cancelled	No. Held	Numbers attending
Induction	11	6	79
The Council	10	2	14
The Councillor	7	0	0
Council as Employer	5	2	20
Law	14	4	44
Council Meeting	8	7	55
Finance	7	6	65

Health and Safety	0	0	0
Community Engagement 1	7	2	13
Code of Conduct	8	7	102
Chairing Skills	2	1	16
Community Planning	2	2	16
Community Engagement II	3	0	0
Equality and Diversity	1	1	6
Information Management	2	0	0
Use of IT, Websites, Social Media	1	1	14
Making Effective Grant Applications	0	1	7
Effective Management of Staff	0	0	0
Devolution of Services	0	0	0
Strong Roots	5	3	24
Allotments	2	1	8
TOTALS	95	46	483

SOUTH WALES

MODULE REFERENCE	No. Cancelled	No. Held	Numbers attending
Induction	3	15	242
The Council	6	4	25
The Councillor	5	2	12
Council as Employer	5	6	45
Law	11	7	66
Council Meeting	8	7	61
Finance	5	9	98
Health and Safety	7	1	5
Community Engagement 1	13	6	54
Code of Conduct	4	13	219
Chairing Skills	1	3	41
Community Planning	1	0	0
Community Engagement II	2	0	0
Equality and Diversity	2	0	0
Information Management	1	0	0
Use of IT, Websites, Social Media	3	2	28
Making Effective Grant Applications	4	1	6
Effective Management of Staff	3	0	0
Devolution of Services	0	1	18
Strong Roots	0	7	48
Allotments	1	5	52
TOTALS	85	89	1020

APPENDIX TWO YEAR BY YEAR ANALYSIS OF SLCC DEVELOPMENTS IN TRAINING FROM 2003 UP TO 2014

2003

SLCC Regional Conference programme launched. A one day event taken around England & Wales briefing Clerks & Councillors on current legislation, Legal & Employment Matters, and some case studies of good practice. The agenda has evolved over the years and now includes sessions delivered by Government Officials as well as our own team of Advisors, and Case Studies delivered by practicing Clerks.

2010

CPD Courses launched in Wales. After successfully launching these in England in 2008, we rolled out the CPD programme to include Wales. Topics initially covered Agendas & Minutes / Managing Paper / Working with your Council (WWYC) / Allotments / Cemetery Management. However over the years have grown to include more topics including Quotes, Contracts & Tendering / VAT / Beginners course in Funding Applications / Step up to CiLCA / Data Protection / Conflict Resolution

2010

Training Needs Analysis conducted in Wales. Survey was available via Survey Monkey, over a two month period. 154 responses to the survey (72% were members of the SLCC / 28% were not members of the SLCC)

- The survey showed that 15% had completed the Working with your Council (WWYC) induction programme, 0.6% (1 person) held CiLCA, and 83% had no other sector specific qualifications
- If CiLCA was the basic sector specific qualification that all Clerks had to have would you be interested in completing this – 60% said yes
- 67% of councils did not have a training budget
- 92% stated that their Council supported training
- Only 46% had attended an SLCC event
- When asking about the delivery of training 43% preferred face to face workshops & 33% preferred ELearning
- To attend a training course 49% said they were only prepared to travel 10-20 miles. 29% said up to 10 miles

2011

SLCC experiencing lots of cancellations of CPD courses as numbers are not meeting the minimum to run the course. Cancellation charges due to venues as courses not running

2012

SLCC experiencing lots of cancellations of CPD courses as numbers are not meeting the minimum to run the course. Cancellation charges due to venues as courses not running

2013

Submitted a bid to Welsh Government to assist with costs to ensure the CPD Programme in Wales can continue which was successful.

2013

Launched the Expression of Interest page on the SLCC website. This facility enables people to request training on specific subjects in the area that they live / work. The Expressions are then listed on our website so others can see the demand, and add their names to it. This facility has worked extremely well, and we have received several requests for training in Wales.

2014

Second bid to the Welsh Government to ask for part funding for the continuation of the CPD programme in Wales which was successful.

Facts & Figures

2010 – 2013 Conferences & Courses available

Year	Title	Location	Delegates
2010	Conference for Wales	Cwmbran	61
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2013	CPD – CiLCA Portfolio	Cwmbran	5
2013	CPD – CiLCA Portfolio	Wrexham	CANCELLED
2013	CPD – WWYC	Neath	9

Total 414 delegates received training from 2010 – 2013

Analysis of Feedback

Over the years all of our Conference for Wales feedback has been extremely high resulting in an average of 68% Excellent 32% Very Good. Some of the comments include:

“Good day-helpful and informative; always a good conference with excellent speakers, exhibitors and time to network. Necessary updates for everything Welsh! Excellent presentations; great to have conference focused on Welsh issues-Thank you. Thanks for excellent conference with range of topics; everything was relevant and interesting and I learnt something from all; One of the best Regional Conferences I have attended!”

The first Joint event with OVW the feedback was 54% Excellent 46% Very Good some of the comments received include:

“A very well organised and presented event, I hope there will be future regular events, Very informative, well organised with time to network as well. It was also enjoyable which is important. Well done on the first joint training seminar – excellent standard. Appreciated the bus from mid Wales. Would like to see this event continuing next year – A good first event. Great opportunity to share experiences with other Town & Community Clerks”

CPD courses also score highly, and value the variety of courses available. The feedback forms for CPD are slightly different and measure different factors, however all attendees appear happy, keen to learn, and grateful for the training received. Evidence in support of this statement is included in Appendix 2 and Appendix 3.

APPENDIX THREE ONE VOICE WALES 2013 TRAINING NEEDS SURVEY – KEY RESULTS.

A training needs survey conducted in 2013 demonstrated that nearly all respondents were very satisfied with both the content and delivery of the courses and considered that their Councils benefitted from the investment in training. Other headlines from the training needs survey were as follows:

% of Councillors attending OVW Courses

Up to 25%	44.3%
Up to 50%	19.2%
Up to 75%	8.4%
Up to 100%	0.6%
None	27.5%

General Rating on Courses Attended

Highly satisfied	28.5%
Satisfied	66.7%
Not satisfied	4.9%

Preference for Timing of Courses

Mornings	4.5%
Afternoons	4.5%
Evenings	95.5%

Days when Training is delivered

Mon to Thursday	98.0%
Fridays	2.6%
Saturday mornings	8.6%

Preference for the Medium by which Training is delivered

Welsh	2.5%
English	82.7%
Bilingual	14.8%

Accessibility of Venues Used

Very accessible	17.1%
Accessible	73.0%
Not accessible	9.9%

Maximum Distance Councillors would travel

Up to 5 miles	7.4%
Up to 10 miles	37.0%
Up to 20 miles	43.2%
Up to 30 miles	11.1%
Up to 40 miles	1.2%

Quality Rating of Trainers

Excellent	26.2%
Good	68.9%
Fair	4.1%
Poor	0.8%

Assessment of Current Modules in Training Programme

Highly Relevant	25.4%
Relevant	65.2%
Fairly Relevant	9.4%
Not relevant	0.0%

Support for E-Learning

Highly Likely	22 Councils	13.8%
Likely	81 Councils	50.9%
Not likely at all	56 Councils	35.2%

Maximum Amount Councils would pay for courses

Up to £30	59.4%
Up to £40	22.6%
Up to £50	18.1%

Likelihood of Councils nominating Councillors to attend future courses

Not likely	24.4% (40 Councils)
Likely	56.7% (93 Councils)
Highly Likely	18.9% (31 Councils)

Councils interested in commissioning bespoke training

Yes	12.8% (21 Councils)
No	46.3% (76 Councils)
Maybe	40.9% (67 Councils)

APPENDIX FOUR TERMS OF REFERENCE AND MEMBERSHIP OF NTAG

The purpose of the National Training Advisory Group is to:

- Establish the demand for training for members and officers of community and town councils and the availability of providers to meet the demand;
- Put in place an integrated training structure for the delivery of training in consultation with local councils;
- Consider the provision of appropriate training to members and staff of local councils and to provide any necessary support;
- Promote the development of a training culture in local councils;
- Act as a forum for the exchange of ideas on issues relating to the delivery of training including the identification and promotion of good practices;
- Ensure the quality and appropriateness of training undertaken by providers;
- Encourage investment in training
- Promote the development of e-learning as an important tool in training and development
- Encourage arrangements for the 'training for trainers' to facilitate the roll out of training/mentoring by an appropriate number of experienced and willing councillors and clerks.

Work programme

The Advisory Group's work programme includes:

- Establishing the demand for training by members and staff of community and town councils, including their specific learning requirements. This could include undertaking a training needs assessment and/or focus groups;
- The identification of potential training providers to ensure as far as possible a wide geographical coverage;
- Establishing an agreed training strategy for local councils including appropriate structures for the delivery of training to members and staff and of 'training for trainers'; syllabuses for member and officer training; the methods by which training could be delivered; the mechanisms for updating existing training materials and for producing additional training materials, including e-learning materials; and to assign responsibility for aspects of the strategy;
- Promoting the importance of training and training budgets to local councils, their members and staff, including the production of appropriate promotional materials;
- Considering arrangements for the monitoring and evaluation of the training undertaken, including the development of performance indicators; and
- Establishing the feasibility of a system of accrediting training providers and clerks in the context of the greater devolution of service responsibility to local councils by unitary authorities

The membership of the Advisory Group is as follows:

- Appointed member of the One Voice Wales National Executive Committee (acts as Chair of NTAG)
- Chief Executives of OVW and SLCC
- Training Leads from OVW and SLCC
- Regional Training Officer, SLCC
- Organisational Development Adviser, WLGA
- Aberystwyth University
- Appointed member of the Welsh Local Government Association's Board
- Two representatives from the Welsh Government
- Representative from the National Association of Local Councils

APPENDIX FIVE SLCC TRAINING NEEDS ANALYSIS 2010 – KEY RESULTS

The SLCC conducted a Training Needs Analysis in 2010 where it was concluded:

- *that 15% held the Working with your Council (WWYC) qualification, 0.6% (1 person) held CiLCA, and 83% had no other sector specific qualifications*
- *If CiLCA was the basic sector specific qualification that all Clerks had to have would you be interested in completing this – 60% said yes*
- *67% of councils did not have a training budget*
- *92% stated that their Council supported training*
- *Only 46% had attended an SLCC event*
- *When asking about the delivery of training 43% preferred face to face workshops & 33% preferred ELearning*
- *To attend a training course 49% said they were only prepared to travel 10-20 miles. 29% said up to 10 miles*

(The Training Strategy seeks to address the findings of the survey)

APPENDIX SIX SLCC/OVW COURSES AND PUBLICATIONS

SLCC CPD Courses & Publications

Financial Governance & Accountability

CPD Courses	Publications that support learning
Finance	Local Council Finance Practitioners Guide Local Council Administration – Charles Arnold Baker Clerks Manual
VAT	
Trading for Councils	
Transfer of Community Assets	
Quotes, Contracts & Tendering	
Charitable Trusts	
CiLCA	
Step up to CiLCA	
Community Governance Level 4 – module CG4016	
Community Governance Level 4 – module CG4010	

Communications & Marketing

CPD Courses	Publications that support learning
Attracting, Recruiting & Managing Volunteers	500 Tips for Communicating with the public The Councillor The Parish Councillor's Guide Local Council Clerks Guide Developing Teamwork Points of Order Special Events Handbook
Digital Engagement	
How to Organise Safe & Successful Community Events	
How to Market & Promote your Assets, Venues & Facilities	

Internal Council Relationships

CPD Courses	Publications that support learning
Conflict Resolution	The Parish Councillor's Guide The Councillor Local Council Clerks Guide
Positive Relationships = Stronger Communities	
Effective Supervision & Performance Management	
	Developing Teamwork Points of Order Managing & Leading People Developing Teamwork Everybody needs a mentor

Strengthening Democracy

CPD Courses	Publications that support learning
Attracting, Recruiting & Managing Volunteers	Special Events Handbook The Complete Charity Trustee's Handbook The Councillor The Parish Councillors' Guide
How to Organise Safe & Successful Community Events	
Quotes, Contracts & Tendering	
Digital Engagement	
Community Governance Level 4 module CG4001	

Policy, Procedures & Processes

CPD Courses	Publications that support learning
Attracting, Recruiting & Managing Volunteers	Alcohol & Entertainment Cemetery Management Civic Ceremonial Clerks Manual Countryside Law Essentials of Employment Law Flexible Working Health & Safety Enforcement Highway Law Knowles on Local Authority Meetings Law of Allotments Law of Mobile Homes Local Council Administration – Charles Arnold Baker The Law of Park & Open Spaces Street Use & The Law So you are on a Committee Public Safety & Risk Assessment The Practitioners' Guide Points of Order Noise Control Minute Taking The Councillor The Parish Councillor's Guide Local Council Clerks Guide
Transfer of Community Assets	
Quotes, Contracts & Tendering	
CiLCA	
Step up to CiLCA	
Managing Paper	
Planning Demystified – Training for Council Clerks	
Allotments	
Cemetery Legal Compliance	
Common land & Village Greens	
Data Protection	
Agendas & Minutes	
Health, Safety & Wellbeing	
Community Governance Level 4 module CG4015	
Community Governance Level 4 module CG4010	

New Members

CPD Courses	Publications that support learning
Introduction to Local Council Administration (ILCA)	The Councillor The Parish Councillor's Guide
Agendas & Minutes	Local Council Clerks Guide
Step up to CiLCA	Minute Taking
CiLCA	Clerks Manual
Managing Paper	Everybody needs a mentor
Data Protection	Local Council Administration – Charles Arnold Baker
	So you are on a Committee

Ethical Framework

CPD Courses	Publications that support learning
Community Governance Level 4 module CG4010	Practitioners Guide Local Council Administration – Charles Arnold Baker
	The Clerks Manual

Leadership

CPD Courses	Publications that support learning
Effective Supervision & Performance Management	Managing & Leading People Developing Teamwork
Introduction to Leadership	Everybody needs a mentor
Community Governance Level 4 module CG4008	Continuing Professional Development

OVW TRAINING COURSES AND PUBLICATIONS

Financial Governance & Accountability

Training Course	Publications that support learning
Local Government Finance	Practitioners Guide
Understanding the Law	

Communications & Marketing

CPD Courses	Publications that support learning
Community Engagement Part One	Communications Toolkit
Community Engagement Part Two	
Community Planning	

Internal Council Relationships

CPD Courses	Publications that support learning
Chairing Skills	The Parish Councillor's Guide Being a Good Employer
The Council as an Employer	
Effective Management of Staff	
The Council Meeting	

Strengthening Democracy

CPD Courses	Publications that support learning
The Council	
The Councillor	

Policy, Procedures & Processes

CPD Courses	Publications that support learning
Information Management	Practitioner's Guide Model Standing Orders Model Standing Orders Model Freedom of Information Publication Scheme Model Employment Contracts Model Health and Safety Documents
Making Effective Grant Applications	
Planning	

New Councillors

CPD Courses	Publications that support learning
Induction	Range of Legal Topic Notes
The Council	The Councillor's Guide
The Councillor	

Ethical Framework

CPD Courses	Publications that support learning
Code of Conduct	Guidance on the Code of Conduct
Equality and Diversity	

Leadership

CPD Courses	Publications that support learning
Effective Supervision & Performance Management	

Footnote: The Good Councillor's Guide 2012 (published by the Welsh Government) is relevant in each of the categories

APPENDIX SEVEN CONSULTATION PROCESS ON THE STRATEGY

1. January 2015 meeting of NTAG to agree the final draft version of the Strategy.
2. OVW and SLCC to circulate the final draft to all of their members for comments by end February, 2015.
3. OVW and SLCC to meet in early March 2015 to undertake a joint analysis of the feedback received from their members.
4. OVW and SLCC to submit the final draft Strategy together with an analysis of comments received from their members to their respective NECs in March/April 2015 for agreement.
5. NTAG to approve the final draft in the light of the analysis of comments received by May 2015.