



# Member Learning and Development Strategy

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## **Foreword from the Chair – Learning and Development**

As a Police and Crime Panel Member our role is primarily about governance, scrutiny and challenge. The Panel exists to support and scrutinise the Police and Crime Commissioner (PCC), to promote openness in the transaction of police business and to support the PCC to effectively carry out their role. Our decisions can have an impact on the public of South Yorkshire and it is important that we are as informed as we can be to ensure those decisions are the right ones.

In order to perform our role successfully we need to build on the skills we already have as elected / Independent Members and as community leaders. We then need to enhance those skills by expanding our knowledge around the role and responsibilities of the Office of the Police and Crime Commissioner and, to some extent, the Police Force; there is the technical terminology, the acronyms and the wider partnership arrangements; I believe there is much for us to learn.

However, we do not need to 'train' Members to become like officers, and the Panel does not hold the Chief Constable to account for his operational decisions – that's the Commissioner's role. What the Panel need is targeted knowledge, support, learning and development to enable us to become more effective Members of the Police and Crime Panel.

The **Learning and Development Strategy** provides a framework for identifying that learning and support via development discussions and tailored delivery to suit Member needs and capacity.

I hope you will embrace the knowledge, support and learning provided to help the Panel to better support the Police and Crime Commissioner and, ultimately, the public of South Yorkshire.

With thanks for your continued support.



**Councillor Neil Wright  
Chair  
South Yorkshire Police & Crime Panel**

## 1. Introduction

South Yorkshire Police and Crime Panel (PCP) are committed to supporting the Police and Crime Commissioner to provide the best possible policing service to the communities it serves. The Governance Unit of Barnsley MBC provides independent support, advice and guidance to elected Members of the Panel to equip them with the necessary skills and knowledge to enable them to fulfil their role.

The purpose of the Learning and Development Strategy is to lay the foundations upon which the Panel can build in order to develop and support its Members. Learning and development is provided, not just to assist members of the Panel but also for a 'social purpose'. It benefits the communities the Panel serves in ensuring Members are fully equipped to fulfil their role.

## 2. Reviewing the Strategy

The Strategy was introduced in 2017 to support the Panel in fulfilling its role. There is a commitment to review it annually to keep pace with national, regional and sub-regional change.

## 3. Police and Crime Plan Priorities

The Police and Crime Plan has three Priorities:

- **Protecting Vulnerable People**
- **Tackling Crime and Anti-Social Behaviour**
- **Treating People Fairly**

More detail can be found in the [Police and Crime Plan](#).

## 4. Aims and Objectives

The overall **aim** of the Strategy is to provide clear direction and purpose in respect of learning and development in order to achieve:

- Members who are equipped with the skills, knowledge and confidence to carry out their roles effectively.
- A consistent approach to Member learning and development;
- Equality of opportunity;

The **objectives** of the Strategy are given below. These will be delivered through a range of activities including Induction for new Members, ongoing learning and development sessions, external events, briefings, bulletins and mentoring – to mention just a few. Links will also be established with the four District Councils to ensure a joined-up approach to Member development where possible.

The objectives are .....

- To establish an environment where Member learning and development is seen as one of the key components to the success of the Panel;
- To equip Members with the knowledge and skills necessary to make informed decisions, whilst having regard to the priorities within the Police and Crime Plan, and the role of the Police and Crime Commissioner.
- To ensure learning and development is available to all Members of the Panel irrespective of seniority, length of service and political affiliation (**NB**: The Panel has three Independent (co-opted) Members);
- To enable Members to have a clearer understanding of their personal responsibility for continuous development and to facilitate this process.
- To provide learning and development in line with the Panel's commitment to equal opportunities.
- To ensure Members reflect on how their acquired knowledge and skills impact on the communities they serve (elected Members).

## **5. Learning and Development**

### **Member Induction**

All new Members – including Independent Members - will be given a structured – and mandatory – induction programme to support them in developing their role and become an effective Member of the Panel. In the first six weeks following appointment Members will be provided with an Induction session delivered by the Governance Unit which will cover the following topics (not exhaustive):

- Roles and Responsibilities of the Police and Crime Panel.

- Office of the Police and Crime Commissioner – roles, responsibilities.
- Governance, e.g. Standards and Ethics.
- Scrutiny Role.
- Work Programme.
- How Members will be supported -Governance Unit, BMBC – roles, responsibilities and support for Members

A separate Induction session will be arranged with the Office of the Police and Crime Commissioner.

### **Development Discussions** (non-essential)

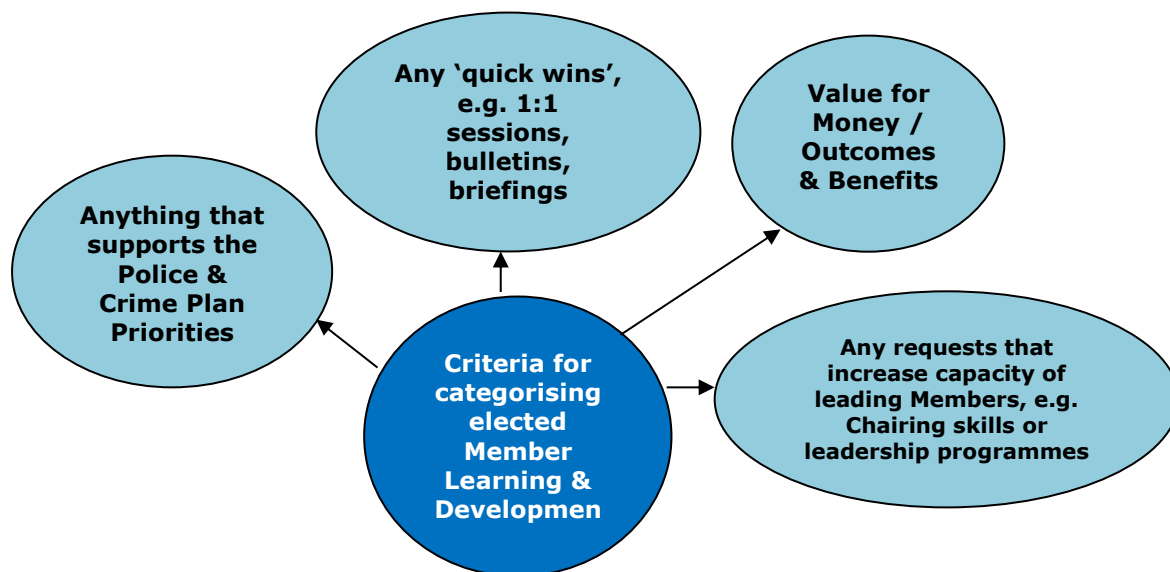
Annual development discussions are offered after the Annual Meeting, but are not mandatory. It is a purely informal opportunity for Members to discuss any skills and knowledge they feel they may require to fulfil their role, and for that to be considered within the Grant funding available. The discussions follow the G.R.O.W. model which covers:

- **Goals and Gaps** – What the Panel, and the individual Member want and expect to achieve, and any gaps that knowledge and support can fill.
- **Reality and Capacity** – The timescales for delivering learning and development, given the time available to Members.
- **Options** - How learning and development will be delivered to accommodate the needs of the individual Member, and whether this is delivered externally or internally, regionally or sub-regionally etc.
- **Will of Member** – to embrace additional learning to fulfil the role of a Panel Member.

The learning and development identified during these discussions will be documented on Members' personal records which detail all learning and development undertaken, and provided where other event / conferences etc do not fill the gap.

Learning and development should fall into two categories – **Panel needs** (where more than one Member has identified the same requirement or where legislation or new initiatives necessitate a session) and **individual needs**, e.g. role specific, personal or 'one-off' requirements (where budget allows).

## Criteria for categorising learning and development



### 6. Delivery

Members' commitments and personal circumstances will be taken into account to provide equality of opportunity where possible.

A range of approaches will be utilised to deliver learning and development as listed below. Any external requirements will be commissioned – or facilitated - by the Governance Unit.

- **Traditional** – sessions delivered by internal / external providers, e.g. an Annual Session is commissioned from [Frontline Consulting](#) (a leading expert in delivering training for Police (Fire) and Crime Panels).
- **Workshops** - held after Panel meetings.
- **Bulletins, briefings, newsletters, website.**
- **On-line [Document Library](#).**
- **External conferences** – through the normal process of selection, e.g. Frontline Consulting run an Annual Police, Fire and Crime Panels Conference in the Autumn.

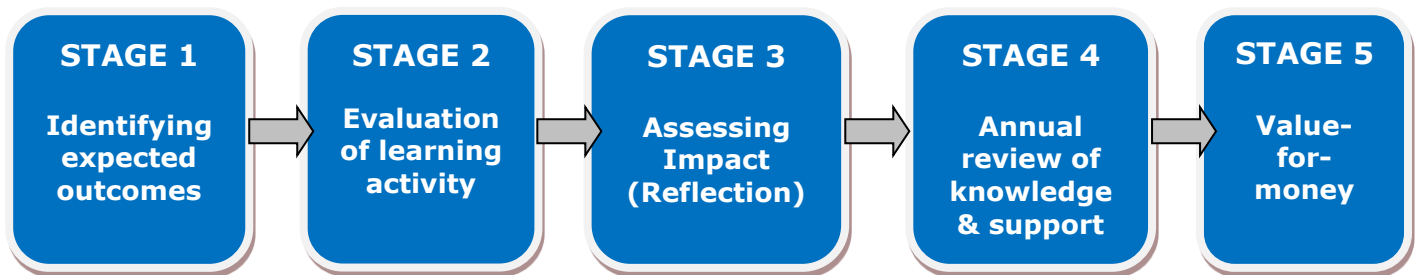
Wherever possible, and appropriate, the Panel will work in partnership with neighbouring Police and Crime Panels to share learning and development and any associated costs.

During 2020/21, it was necessary to develop and run virtual learning and development (and briefings) via MS Teams / Zoom and other platforms. This approach will be retained for some events – in consultation with Members – to reduce the need for Members to travel thus contributing to climate change and financial efficiencies.

## 7. Monitoring, Evaluation and Reflection

A five-stage evaluation process is proposed to monitor the success of the Member Learning and Development Strategy. This process is intended to measure the benefits to:

- The Panel Member.
- The Panel in supporting the Police and Crime Plan Priorities.
- The public of South Yorkshire in ensuring the Panel fulfils its statutory role.



### **Stage 1 – Identifying expected outcomes**

- Establish expected outcomes – what do Members want to achieve from taking part in awareness sessions, workshops, conferences etc.? e.g. gain a new skill, improve knowledge on a particular subject.

### **Stage 2 – Evaluation of learning activity**

- Immediate response to learning activity.
- How relevant was the learning activity to agreed outcomes?

### **Stage 3 – Assessing Impact (Reflection)**

- Check whether outcomes have been met.
- Feedback from others – trainers, other participants.
- Reflect on how their own attitude, knowledge or skill has improved and how this will be used / applied in the context of the Panel.

### **Stage 4 – Annual review of Learning and Development**

- Review learning and development activity and identify new requirements, e.g. Member requests, new legislation, new expectations, roles etc.

### **Stage 5 – Value-for-money**

- Assess money spent against learning outcomes and performance measures to demonstrate value-for-money.

## 8. Resourcing the Strategy

The host authority receives a retrospective Grant to administer the Panel, so the financing of learning and development is achievable.



However, we realise that Members' time is extremely limited; the Learning and Development Strategy is about improving the effectiveness of what the Panel do in holding the Commissioner to account, and supporting him in his role.

We aim to ensure that all learning and development provided is targeted and carefully managed to maximise the benefits to both the Members and to the Panel.

### **9. Further information**

Further information on the Member Learning and Development Strategy can be obtained from:

Andrew Shirt, Council Governance Officer  
E-mail: [JAGU@barnsley.gov.uk](mailto:JAGU@barnsley.gov.uk)

**The Strategy is also available in the 'Document Library' of the Police and Crime Panel website.**