

REPORT TO:	STANDARDS COMMITTEE
DATE:	7 November 2017
REPORT OF:	Sandra Stewart – Borough Solicitor (Monitoring Officer) Tracy Brennand, Assistant Director, People and Workforce Development
SUBJECT MATTER:	ELECTED MEMBER DEVELOPMENT UPDATE & FUTURE DELIVERY PLAN
REPORT SUMMARY:	The report outlines the progress that has been made around Elected Member Development provision and further proposals moving forward.
RECOMMENDATION(S):	<ol style="list-style-type: none"> 1. It is recommended that the Elected Member Development Forum is reviewed to ensure that it remains effective and drives Elected Member Development forward. 2. That the actions identified for development and review in order to maintain the charter are progressed immediately. 3. Opportunities for further development through in house training, and also with partner organisations such as North West Employers are further utilised. 4. The proposed annual budget for the forthcoming years 2017/18 and 2018/19 are agreed. 5. That an Elected Member is identified to take the lead on identifying future learning and development, whilst championing learning and Continuing Professional Development (CPD) and will attend the North West Employers networking sessions every quarter with an Officer to represent Tameside. 6. That all Elected Member evening development sessions are made mandatory to ensure attendance to receive important information and updates and in addition to that all Elected Members are required to complete 24 hours of CPD a year. 7. The Elected Member Development Strategy for 2017-19 is approved, including the incorporation of the ‘21st Century Councillor’ research which supports the development of additional skills and knowledge to support Continued Professional Development (CPD) for Elected Members. 8. That all Elected Members will be asked to complete the refreshed Elected Member Development Skills Audit Questionnaire during a one to one meeting with an Officer from the Workforce Development Team before the end of December 2017.
FINANCIAL IMPLICATIONS: (Authorised by the Section 151 Officer)	A budget for Member development is included within the Council’s overall budget and any costs will be funded from this.

LEGAL IMPLICATIONS:
(Authorised by the Borough
Solicitor)

It is critical to the success of the Borough and the effectiveness of the organisation that Elected Members are provided with sufficient support and training to develop the necessary skills in a very challenging environment. This is particularly difficult given the meagre budget together with the unfair criticism that is levelled at members when they do undertake training in the media.

RISK MANAGEMENT:

Ensure that Elected Members are appropriately skilled and knowledgeable to support their communities.

LINKS TO COMMUNITY PLAN:

Supports the delivery of the Community Strategy by Elected Members across the Borough.

ACCESS TO INFORMATION:

NON-CONFIDENTIAL

This report does not contain information which warrants its consideration in the absence of the Press or members of the public.

REFERENCE DOCUMENTS:

The background papers relating to this report can be inspected by contacting the report author, Tracy Brennand, Assistant Director, People and Workforce Development, on:



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1.0 BACKGROUND

- 1.1 The Elected Member Development report was last presented to the Standards Committee in November 2014 which identified the previous provision and future options for Elected Member Development within the Council. This report will detail the achievements made during the last 3 years, outlining the development courses, events and activities undertaken by Elected Members over that period. It will also include proposed courses and activities for the next 18 months.
- 1.2 In addition, the Elected Member Development Strategy has been revised for 2017 – 2019, to ensure that Elected Member Development remains important for the Council moving forward. The strategy will ensure that Elected Members are given the necessary opportunities, resources and time to develop their skills and knowledge accordingly within their roles.
- 1.3 The devolution of powers from Westminster to Greater Manchester (GM) has introduced a GM Mayor and the Greater Manchester Combined Authority (GMCA) has been formed to begin a new way of Governance with devolved powers across GM. This devolution will provide greater opportunity for the Council to find ways for the Borough to become more financially resilient and have less reliance on the reducing government grant. We need to ensure that we provide local political leaders with skills to drive and lead on devolution to enable our communities to become more resilient and self-sufficient.
- 1.4 As a result of continued austerity and reducing budgets within the public sector, a greater number of reforms are taking place across all areas of service delivery. The integration of Health and Social Care is of key importance both nationally and locally as Tameside leads the way on the integration of the Council, Integrated Care Foundation Trust and Clinical Commissioning Group to provide better services for local residents. Elected Members will therefore be increasingly asked to work across partnerships and with changing Constitutions to ensure the integration agenda is a success.
- 1.5 The governance of the Council has also changed with the introduction of a Town Council approach to focus on localities to promote an asset and place based approach to service delivery within communities. Elected Members must adapt to the changing methods of service provision in order to support the local communities to change their behaviours around accessing public services.
- 1.6 It is important to reflect on the changing skills and knowledge required within the role of an Elected Member given the Public Service reform context stated above. Published national research and guidance from Birmingham University and the Local Government Information Unit has identified key skills needed for a '21st Century Public Servant' and a '21st Century Councillor' to ensure effective leadership of communities. This report draws on the research to provide a refreshed and current approach to Elected Member development.

2.0 2015 – 2017 PROGRAMME

Elected Member Evening Development Sessions

- 2.1 This year the Member Development Forum established a variety of training programmes which are continually being monitored and evaluated over the course of the year. Working together with the Executive Members and Officers within the Council, the Forum ensures that Elected Member development reflects any new initiatives, changes to services and other priorities that are emerging within the Council and Clinical Commissioning Group.

2.2 During the period year 2014-17, the Elected Member Development sessions have considered a range of different topics. The events have taken place throughout the year in the George Hatton Hall of Dukinfield Town Hall or at other external locations when appropriate. The events usually commence at 6pm and finish at 7.30pm. Table One outlines the topics presented from 2014 - 17.

Event Title	Date
Sponsorship Training	13/08/2014
Budget Simulator	10/09/2014
Greening the Borough	20/10/2014
ICO / Care Together	13/11/2014
Child Sexual Exploitation	10/12/2014
Budget Simulator Update	19/01/2015
Future Role of Local Councillors	26/02/2015
Bin Swap	25/06/2015
Council Budget	27/07/2015
Tony Lloyd (Greater Manchester Police & Crime Commissioner)	27/08/2015
Council Budget & Integrated Care Organisation	23/09/2015
New Proposed Neighbourhood Offer	26/10/2015
Greater Manchester Spatial Framework	11/11/2015
PREVENT – anti-radicalisation	25/02/2016
Integrated Care Organisation Update	21/03/2016
Dementia Friends	25/05/2016
Stronger Communities	13/07/2016
Child Sexual Exploitation & Domestic Violence	24/08/2016
Spatial Framework	21/09/2016
Event Management	19/10/2016
Action Together	24/11/2016
Budget Update	01/12/2016
Ofsted Improvement Plan	17/01/2017
Supporting Vulnerable People	23/02/2017
Corporate Parent Role	30/03/2017
Libraries & Single Enforcement Team	22/06/2017
Care Together Update	19/07/2017
Ofsted Improvement Plan Update	24/08/2017
Update on the Integrated Care Organisation and Ofsted Improvement Journey	28/09/2017

Table One

2.3 The attendance at these sessions by Elected Members is shown in Table Two below:

Year	Average number per session	% who attended one or more sessions
2014/15	30	90
2015/16	37	100
2016/17	24	86

Table Two

As the attendance at the most recent sessions has declined, it is proposed that the importance of these sessions being mandatory is reinforced for Elected Members to attend to ensure they are all receiving the most up to date training and development.

- 2.4 All Elected Member Development training events undertaken during 2014 - 17 were evaluated immediately after delivery either at the event or electronically by email and feedback collated. This feedback has helped to shape and develop how future events are delivered and organised. The feedback from all the evening session has been very positive and has confirmed that these types of sessions are well received by all our Elected Members.
- 2.5 Elected Members were asked to provide feedback to three standard set questions for each evening session to benchmark the content and quality of the session. The responses received back, identified that;
- 97% of Members felt satisfied that the briefing sessions were 'clearly understandable';
 - 100% of Members felt that the content was clear and relevant to their roles;
 - 96% of Members felt satisfied they would be able to use the information provided to support them in their role as Councillor.

3.0 2017 – 2019 PROGRAMME

Elected Member Development Strategy

- 3.1 The revised Elected Member Development Strategy (see **Appendix 2**) recognises that in order for Tameside to embrace the period of austerity, Elected Members must be able to take on the challenges the Council will face with rigour. In order to be able to do this we need to ensure that our Members are given the opportunity to build the necessary skills, abilities and knowledge to deal with the changing and challenging environment. North West Employers have collaborated with Birmingham University following some key research around the required skills and knowledge of an effective '21st Century Councillor' which have been incorporated into the development strategy.
- 3.2 The Council invests a great deal of time and resources into developing Elected Members within their roles. Through a culture of on-going learning and continuous improvement, Elected Members will continue to lead the Council and the Borough forward. It is recognised that all learning and development for Elected Members is essential for their role and will therefore be deemed mandatory. Elected Members are strongly encouraged to embrace the culture of development and continuous improvement going forward as part of the wider learning organisation and in order to ensure they are as effective as possible in their roles as community leaders and catalysts for change.
- 3.3 The revised strategy includes the offer of access to internally developed and delivered programmes that have been tailored to meet the additional needs and demands of being an Elected Member e.g. Confident Public Speaking, Having Challenging Conversations, Personal Resilience for Elected Members and Community Leadership Skills for Elected Members. The strategy aims to reflect the latest research around the skills required of a '21st Century Councillor', and uses a strengths based approach to personal development and Continued Professional Development (CPD) within the role of an Elected Member.

Elected Member Development Network – North West Employers

- 3.4 The Elected Member Development Network helps facilitate the sharing of good practice, advice and highlights local and national drivers. The Network is open to both Elected Members and Officers who support and/or have an interest in Elected Member development. Currently an Officer from the Workforce Development Team attends the networking sessions, however as the sessions are well attended by both Elected Members and Officers, it is proposed that an Elected Member be identified to take a lead role in championing learning and development for Elected Members and also attends these sessions to represent Tameside.

3.5 Elected Members will continue to be offered the opportunities to attend sessions held by North West Employers throughout the course of the year. North West Employers provides a Councillor Development Programme that provides a range of different training and development opportunities that will be available throughout 2017/18 and 2018/19. We are currently exploring these courses which range from Managing Casework and Community Engagement through to policy and legislative updates. It is proposed that the Council increases access to the opportunities offered by North West Employers, and also by the Local Government Association for Members to gain a breadth of training and development experiences.

Elected Member Development Sessions - Skills, Knowledge, Experience and Behaviour

3.6 It is proposed that the essential evening sessions continue to follow the same format of 6.00pm to 7.30pm at Dukinfield Town Hall wherever possible. All of these essential evening sessions will be deemed mandatory for all Elected Members to attend. The proposed schedule for the remainder of 2017/18 is detailed below. The dates for 2018/19 will be confirmed once the full calendar of Elected Members commitments has been confirmed.

- 30 November 2017
- 31 January 2018
- 21 February 2018
- 22 March 2018

3.7 The proposed topics for consideration are:

- Skills & Employment / Apprentice Levy
- Air Quality and Transport
- Regulatory Services Update
- Emergency Planning & Civil Contingencies
- Commissioning & What it Means
- Third Sector support and Community Assets
- Modern Slavery, Child Sexual Exploitation, Safeguarding and Prevent Updates
- Greater Manchester Devolution and the Greater Manchester Strategy
- Ofsted Updates
- Care Together Updates
- Budget Updates
- District Plan and Greater Manchester Spatial Framework Update

Further topics to be determined based on suggestions and emerging issues.

3.8 Session content will continue to be designed by the delivering service with support from the Workforce Development Team, and a pre-meeting will take place with the relevant officers and the Chief Executive and the Leader where appropriate, to approve content and delivery method during the session.

3.9 It is intended that Continuing Professional Development (CPD) is strengthened through personal development sessions and role specific training. All Elected Members will be required to undertake a mandatory 24 hours of CPD a year in addition to attendance at the mandatory essential evening sessions. The Council's internal development programme, including its Strive Leadership Development Programme has been adapted to be relevant and delivered to Elected Members

- Personal Resilience for Elected Members

- Having Challenging Conversations
- Community Leadership Skills – using Emotional Intelligence and Engaging Leadership
- Confident Public Speaking
- Creativity and Innovation and how it can be used with Communities
- Influencing Skills
- Personal Safety out in the Community
- Time Management and strategies to make your time go further
- Coaching – having a quality conversation
- Getting it right - Safe and Effective use of Social Media
- Chairing Skills
- Simple and Effective ways to Consult with and Engage your Communities
- Role specific, i.e. Scrutiny, Licensing, Planning etc

Elected Member Development Forum

3.10 The Member Development Forum has met quarterly throughout the year. The Forum is chaired by Cllr John Taylor (Deputy Executive Leader). The Forum discusses Elected Member Development and ensures that the delivery plan is robust and flexible enough to accommodate emerging themes for both Members and the Council.

3.11 Membership of the Forum for 2017/18 is as follows:

Cllr John Taylor (Chair)
 Cllr Dawson Lane
 Cllr R Welsh
 Cllr S Quinn
 Cllr O Ryan
 Cllr G Peet
 Cllr L Whitehead

3.12 During the period 2016/17 the Member Development budget stood at £5000.00, which was a reduction of the previous year's budgets in 2014/15 and 2015/16 of £7500.00 due to the underspend.

3.13 The budget for Member Development Plan is used to finance all expenditure in relation to Elected Member Development training throughout the period. This includes: room bookings, facilities, refreshments, external speakers and external training for Elected Members in addition to internal expenditure and miscellaneous costs associated with Elected Member Development such as materials and documents. The budgets for 2014 - 2017 were spent as follows in Table Three:

Year	Item	Spend
2014/17	7 Evening Briefing Events, plus two NWEO events	£4,500
2015/16	7 Evening Briefing Events	£3,000
2016/17	10 Evening Briefing Events	£4,300

Table Three

3.14 Due to the previous underspend on the budget, and the current financial position of the Council, it is proposed that the budget remain at the reduced amount of £5,000 for 2017/18 and 2018/19. The proposed budget expenditure is outlined in Table Four below.

9 Essential Evening Events	£3,000
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Internal Delivery Programme	£0,500
Externally commissioned e.g. NWE0, LGIU	£1,500
Total Cost for plan	£5,000

Table Four

- 3.15 Over the last two years the Forum has focussed specifically on ensuring a range of quality training and development sessions are developed and delivered for Elected Members which are being delivered largely through an increased number of in-house training events from our internal officers.
- 3.16 Attendance at the Forum throughout 2016/17 was low, averaging 3 Elected Members out of the 7 and so the influence around the programme that is delivered is not as strong as it could be, or what would be expected under the Elected Member Charter Award. Although the Award does not stipulate a forum must take place, it does state that there must be evidence of Elected Members actively participating in and shaping their development programme.
- 3.17 It is recommended that the format of the Elected Member Forum and involvement in shaping the programme is considered to ensure that it continues to remain effective. Alternative methods of ensuring participation could be through the use of quarterly focus groups or workshops across all Elected Members, chaired by Councillor Taylor. Focus groups and/or workshops would allow for a wider range of Elected Member opinions to be considered to incorporate within the design of the development programme.

Learning, Development and Training Needs Analysis

- 3.18 An Elected Member development skills audit questionnaire (see appendix 1) is proposed to be used during all one to one's with Elected Members before the end of December 2017 asking Elected Members to identify any particular learning and development needs, plus asking for suggestions that they may have around future learning and development, whilst also providing the opportunity for them to share their skills with other Elected Members. One to one discussions will take place with a member of the Workforce Development team and the outcomes of the audit will be utilised to shape the programme and offer for the next 16 months (January 2018 – April 2019), and to evaluate the programme from the previous 12 months.
- 3.19 The questionnaire is strengths based and so provides Elected Members with the opportunity to indicate skills and development they would like to share. For those who have indicated competence in the listed skills, the Workforce Development Team will collate this information and discuss with Members how they can use those skills to support others. This may be in the capacity of a mentor, a one off discussion or a forum to share their skills, knowledge and experience.
- 3.20 North West Employers have also produced a 360 appraisal tool for Members which is currently in pilot stages across a number of GM authorities. The tool is again based on the '21st Century Councillor' research and would be available for all Members to access should they wish to do so. The tool allows Members to measure themselves against the skills required of a '21st Century Councillor' through asking a number of people to complete the questionnaire about them and also a self-evaluation. The tool is offered with ongoing support from North West Employers to have supportive conversations regarding the outcome of the results, and a discussion regarding how to develop the required skills based on that outcome.
- 3.21 In relation to the development of key skills for all newly Elected Members, they will continue to take part in the Member Induction programme. The programme provides information to all new members regarding Council and Clinical Commissioning Group processes, IT equipment, key contacts, upcoming priorities, and development opportunities. It is proposed that all newly

Elected Members are assigned to a more experienced Member as a mentor to provide more intensive support through the initial stages of their role.

- 3.22 In order to promote the availability of the various training and development activities on offer, it is proposed that a quarterly newsletter is emailed out to all Members. The newsletter will be collated and issued by the Workforce Development Team and will include details on the upcoming evening sessions, the in-house training offers and any external training available.

E-Learning

- 3.23 E-learning has previously been offered to Members throughout the last three years. The number of Members who accessed the e-learning system was limited as none of the Members completed any of the modules or training packages offered to them. This suggests that e-learning may not be conducive to the preferred way of learning and development for all Elected Members.
- 3.24 Further work will be undertaken throughout 2018 to set up all Elected Members on the new e-learning platform, and to promote the use of e-learning with Elected Members to support them in accessing this useful alternative and complementary learning platform. The Skills questionnaire makes reference to which courses Members may like to see via Online learning and also how likely Elected Members are to utilise this training method. It is currently being explored with MeLearning as to whether the courses can be adapted so they can be accessed on iPads which is the preferred device used by all Elected Members.
- 3.25 Once compatibility has been explored, a standard set of courses will be assigned to all Tameside Elected Members, these include:- Data Protection, Equality and Diversity in the Workplace, and Information Security. Further courses can also be accessed on the platform upon logging into the system, and the offer will be reviewed following the outcome of the one to one's and skills audit.

Ward Walks

- 3.26 Previously Ward Walks were undertaken by Elected Members supported by Senior Managers from within the Council. The aim of the Ward Walks was to give Elected Members and Officers the opportunity to work collaboratively in outlining the issues that are important to the Elected Members within their wards and to their constituents. This allowed the basis for further development and understanding using information from Corporate Performance around the wards and their associated Lower Super Output Areas (LSOA's) to inform the New Neighbourhood Offer whilst supporting learning and improvements.
- 3.27 There are no current plans to repeat the Ward Walk programme as although the feedback was very positive for previous years in terms of learning for Elected Members, they are very resource intensive for Officers and Elected Members.
- 3.28 It is proposed that a similar community engagement programme be explored through the proposed Town Councils in order to maintain the link with the local residents, and to meet the required standards for the Charter Award. This could take the form of Ward Walks with the Neighbourhood Managers and key officers within the localities to enhance the understanding of the new methods of service provision within local communities.

4.0 MEMBERS CHARTER AWARD

- 4.1 The North West Charter for Elected Members was launched by North West Employers Organisation in 2000. The Charter is a declaration of commitment in supporting Elected

Member Development, by having dedicated officers to assist all Elected Members in identifying their development needs. The Charter ensures that there is a strategy to meet learning and development needs at a localised level and that this is supported across the Council.

4.2 Tameside Council currently holds the Member Development Charter Level 1 and Level 2 Exemplar for Community Budgets. Level 1 is due for re-assessment during 2018.

4.3 The following criteria analysis determines the evidence that would need to be provided for the Level 1 Review, and what areas would need to be developed in order to achieve this award:

Criteria	Previous Evidence - Oct 2014	Currently in place	Additional Evidence Required
1.0 Clear Commitment to Cllr Development			
1.1 Signed Declaration of Commitment to the principles of the NW Charter	Declaration signed by Leader & Chief Executive	New declaration to be signed and circulated	
1.2 Cross party designated group of Cllrs focused on supporting Cllr development, and that shares development opportunities outside the group	Member Development Forum Evidence	Member Forum Minutes	Refreshed approach to the Member Development Forum. Assigned Member to attend NWE0 Networking sessions
1.3 Financial resource for Cllr development. Evidence it is used cost-effectively.	2013/14 - £7500	2017/18 and 2018/19 budget agreed - £5000	
2.0 Promotion of Learning & Development Opportunities			
2.1 Clearly referenced in the induction process	<ul style="list-style-type: none"> • Session with Workforce Development at induction • Elected member development strategy • Induction Packs 	<ul style="list-style-type: none"> • Session with Workforce Development at induction • Proposed Strategy 2017-19 • Induction Packs 	
2.2 Communication process in place to promote development opportunities	<ul style="list-style-type: none"> • Email invites • Telephone contact 	<ul style="list-style-type: none"> • Email invites • Telephone contact 	
2.3 Take up of development opportunities. How is non-engagement dealt with?	90% attendance of 1 or more evening sessions over 12 months	86% attendance of 1 or more evening sessions. Recirculation of Declaration of intent around Member Development with the updated Elected Member Development Strategy – with note from the Leader to say that all evening sessions are mandatory	
3.0 Councillor Led Approach to Developing L&D			
3.1 Cllrs actively involved in identifying development needs and how to meet them. Continued drive	<ul style="list-style-type: none"> • Questionnaire • Emails 	<ul style="list-style-type: none"> • Revised Skills Audit Questionnaire 	Testimonies Completed new Skills Audit

to improve quality	<ul style="list-style-type: none"> • Forum 	<ul style="list-style-type: none"> • One to One's • Forum • Session Evaluations 	Questionnaires and outcomes to drive new delivery plan Mentoring
3.2 Mechanism for Cllrs to analyse info from training needs analysis or PDP	<ul style="list-style-type: none"> • Forum • Questionnaire • Evening Session Evaluation • 1:1 offer from Workforce Development 	<ul style="list-style-type: none"> • Forum • Proposed Questionnaire • Evening Session Evaluation • 1:1 offer from Workforce Development 	
3.3 Link between Cllr PDPs, learning needs and development opportunities offered	<ul style="list-style-type: none"> • Forum representatives & meetings • Evening Session Evaluation • Questionnaire 	<ul style="list-style-type: none"> • Proposed Questionnaire • Evening Session Evaluation • Forum representatives 	
3.4 How Cllrs supported in their role as community leaders. Support to account for citizen expectations, digital champions, 21 st Cent. Cllr	Ward Walks		Provide updates on community working and changing roles. Town Councils- need to understand how this is currently being addressed and what opportunity there is to enhance learning opportunities
4.0 Strategy that Includes Impact Measures with Continuous Improvement Framework			
4.1 Clear strategy for Cllr development	Elected member development strategy	Proposed elected member development strategy 2017 – 19	Evidence of continuous improvement
4.2 Link between development strategy and corporate objectives	<ul style="list-style-type: none"> • Corporate Plan • Elected member development strategy 	<ul style="list-style-type: none"> • Proposed elected member development strategy 2017 – 19 • Corporate Plan 2016 - 21 	
4.3 Evaluation of opportunities	<ul style="list-style-type: none"> • Evening Session Evaluation • Questionnaire 	<ul style="list-style-type: none"> • Evening Session Evaluation • Proposed Questionnaire 	
4.4 Evidence of scrutiny	End of Year Evaluation	Proposed Questionnaire	Minutes of Standards Panel meetings with feedback and outcomes

5.0 RECOMMENDATIONS

5.1 As set out on the front of the report

Elected Member Development Strengths / Sharing Questionnaire

To be used during Elected Member one to one sessions to discuss their Continued Personal and Professional Development

Name:													
Ward:													
Number of years as an Elected Member:													
Work time commitment:	<table> <tr> <td>F/T hours)</td> <td>P/T (Flexible</td> <td>P/T (Set hours)</td> </tr> <tr> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>Self- employed</td> <td>Retired</td> <td>Carer</td> </tr> <tr> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> </table>	F/T hours)	P/T (Flexible	P/T (Set hours)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Self- employed	Retired	Carer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F/T hours)	P/T (Flexible	P/T (Set hours)											
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>											
Self- employed	Retired	Carer											
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>											

Qualifications:

Other roles / skills you have that bring value to your role as an Elected Member:

What time of day is best for you to undertake learning and development activities which are offered in addition to the mandatory evening briefing sessions?

Morning	<input type="checkbox"/>
Early afternoon	<input type="checkbox"/>
Late afternoon	<input type="checkbox"/>
Evening	<input type="checkbox"/>

How likely would you be to undertake online training which could be completed in your own time?

Likely	<input type="checkbox"/>
Possibly	<input type="checkbox"/>
Unlikely	<input type="checkbox"/>

What topics (if any) would you like to learn more about via online training?

Strengths/Sharing Audit

Please tick the areas where you feel you want welcome some support and development and any skills / knowledge you would be willing to share. The information will be gathered by the Workforce Development Team, and if you have identified any strengths / expertise there will be a follow up conversation to discuss how this could benefit other Elected Members which could be an offer of mentoring or an informal group discussion:

Foundation Skills	I would welcome some development	I could contribute to supporting other Councillors	Comments
Handling casework			
Public speaking			
Leadership			
Business planning and strategic management			
Finance, budgeting and auditing			

The role of scrutiny and relationship with executive			
The Council Constitution and remit of Officer's roles			
Equal opportunities policy and practice			
Community Engagement			
Time Management			
ICT and digital foundation skills			
Policy Landscape & Public Service Reform	I would welcome some development	I could contribute to supporting other Councillors	Comments
Devolution			
Planning Policy			
Health & Social Care Integration			
Local Economic Development			
Housing Policy and Issues			

Utilising the Voluntary Sector			
Transport Issues			
Education policy and issues			
Practical Skills	I would welcome some development	I could contribute to supporting other Councillors	Comments
Chairing skills			
Media training			
Personal Safety			
Having Challenging Conversations			
Connective Skills	I would welcome some development	I could contribute to supporting other Councillors	Comments
Influencing			
Negotiating			

Coaching/Mentoring			
Social Media			
Story telling/narrative			
Collaboration / Partnership Working			
Reflective Skills	I would welcome some development	I could contribute to supporting other Councillors	Comments
Creative Problem Solving			
Emotional Intelligence			
Personal resilience			

Are there any ideas or suggestions that you have about Elected Member Development?

Are there any other comments you wish to make regarding Elected Member Development?

Elected Member Development Strategy – 2016-2019

Photo of Tameside Best Council Award signatures of SP, KQ and JT

Page 1 Statement of intent from Leader, Chief Executive / Chief Accountable Officer and Deputy Executive Leader

Tameside MBC recognises the crucial roles Elected Members play as an important driving force in the success of the Borough. Tameside works hard to ensure that Elected Member Development is a priority and that Members are given the opportunities they need to develop their skills, knowledge and experience creating a culture of continual learning and improvement.

As the Executive Leader, Deputy Executive Leader and the Chief Executive we are committed to ensuring that the Council provides the best opportunities for Members to enable them to fulfill the expectations of the electorate. We believe that this strategy will assist Members in providing strong leadership for both the Council and CCG, and improving the service to our communities.

Page 2 Introduction and aims of the strategy

Tameside Council supports and encourages the development of its Elected Members, seeing them as driving force for service development and integral to the Council delivering its future visions.

Tameside Council's Corporate Plan for 2016/21 sets out a challenging programme of improvement and details the Council's response to the current financial and economic challenges. The Plan reflects the Vision Tameside Strategy, which will affect and determine the shape of future Council services and the political direction of the council into priority areas.

The aim of the strategy is to ensure that Elected Members, whether newly elected or established have updated and comprehensive skills to deal with the challenges and opportunities ahead. The strategy will provide a clear framework for assessing, delivering and evaluating learning and development interventions.

The Local Government Association formulated a Political Skills toolkit as a framework to develop local leadership that will continue to be utilised to support Elected Member Development. There are six core competencies; Local Leadership, Partnership Working, Communications Skills, Political Understanding, Scrutiny and Challenge and Regulating and Monitoring. The toolkit will be used in conjunction with latest research e.g. '21st Century Councillor', to ensure that the skills continue to reflect the requirements of the changing role of an Elected Member. The six core competencies are set out as follows:

Local Leadership – refers to the need for Councillors to engage with members of their community in order to learn about issues of local concern and to facilitate a vision for the locality. It encourages trust and respect between individuals and groups by mediating fairly and constructively between different organisations and sections of the community.

Partnership Working – focuses on the Councillors role of building good relationships with others; colleagues, officers, community groups and other organisations by working collaboratively to achieve shared goals. It recognises the need for Councillors to recognise and value different contributions, delegate or provide support as required, and to take a long term view in developing partnerships.

Communication Skills – recognises the need for Councillors to demonstrate excellent communication skills across many different settings, including the ability to listen sensitively and use appropriate language with different groups. Councillors must also communicate regularly and effectively with all parts of the community using different forms of media.

Political Understanding – recognises the need for Councillors to develop a range of political skills in order to communicate their values, promote a political vision and encourage democratic processes and public engagement. Councillors need to work across boundaries whilst maintaining their political integrity.

Scrutiny and Challenge – is an important aspect of their day to day role. Councillors need to act as a critical friend by identifying opportunities for scrutiny inside and outside the Council, by providing feedback and political challenge. To be effective in this role, Councillors need to analyse information quickly and present arguments that are concise meaningful and easily understood.

Regulating and Monitoring – this relates to the more judicial aspect of a Councillor's role and requires them to understand their legal responsibilities and follow protocol when evaluating arguments and making decisions. Not only do Councillors need to balance public needs and local policy, they must also monitor progress and seek feedback on their own learning needs.

Page 3 Strategic Direction

The emphasis of Elected Members roles has changed over recent years, seeing an increasing emphasis on partnership working and increased public involvement. As the Council's workforce has significantly reduced in size and is still going through significant changes it is essential that Member development links directly to the Council's priorities, ensuring that Elected Members have the necessary skills, knowledge and support required to provide leadership for the Council and the community.

Page 4 Priorities for Training

As Tameside Council continues to embrace this period of austerity, it is more essential than ever to ensure our elected members are confident leaders, equipped to tackle the challenges of reinvigorating local government to meet the new agendas of community budgets and the newly established community right to challenge. As the Greater Manchester Devolution and the Health and Social Care integration begins to take effect, Elected Members must be up to date and confident to work with partners to ensure the best outcomes for both Tameside and Greater Manchester.

Member Development Forum

The Member Development Forum will meet quarterly, chaired by Cllr John Taylor (Deputy Executive Leader). The forum will discuss Elected Member development to ensure that the delivery plan is robust and flexible to accommodate emerging themes for both Members and the Council. The forum will feedback from its quarterly meetings to inform the evaluation of the overall programme.

Membership of the forum is as follows;

- Cllr J Taylor (Chair)
- Cllr D Lane
- Cllr S Quinn
- Cllr R Welsh
- Cllr O Ryan

Cllr G Peet
Cllr L Whitehead

Elected Member Development Focus Groups

The Member Development Focus Groups will meet quarterly, chaired by Cllr John Taylor (Deputy Executive Leader) and consist of a small group of differing Elected Members each time. The focus groups will discuss Elected Member development to ensure that the delivery plan is robust and flexible to accommodate emerging themes for both Members and the Council. The focus groups will feedback from its quarterly meetings to inform the evaluation and development of the overall programme.

Training Needs Analysis

Elected Member Development interventions will be assessed and delivered in line with the Council's strategic priorities, whilst also providing additional support where needed for portfolio holders. A robust 18 month delivery plan will incorporate both the personal and professional development needs and the organisational development needs for each Elected Member. The delivery plan will have flexibility within it to incorporate any emerging priorities.

Training needs will continue to be assessed through various methods; one to ones, group sessions – including focus groups and workshops, survey monkey – an online question and evaluation tool, the Skills Audit Questionnaire and the Elected Member Development Forum.

As the Council continues to face significant challenges in reshaping service delivery, the Elected Member Development Plan will include mandatory essential training and personal development that will support their Continued Professional Development.

Page 5 Training Delivery

Delivery of training and development will be flexible to meet Elected Members availability, with the appropriate use of Council and Partner venues.

Newly Elected Members

This is designed by Democratic Services, and the programme typically contains the following elements: Mobile Telephone and IT Provision, Meet the Executive Team, Introduction to Policy and Communications, The Council Constitution, Introduction to Scrutiny, Introduction to Local Government Finance, Introduction to Environmental Services, Introduction to Stronger Communities, Introduction to Planning, Running Effective Surgeries and access to the Member Support Group. Members are given an information pack when they start on the programme containing the necessary fact sheets.

Elected Members are also enrolled onto the Members Portal that sits on the Council's ICT system. This portal is available to them from any computer so they can log on from anywhere. The portal contains the following information for Members to keep updated: Elector Search, CRM Messages for their ward, Complaints, Planning Applications, Forward plan, Ward Profile, Street Scene Request, Bulletin Board, User Guide, Licensing, Road works, Councillor Profile and Press Releases.

Existing Members

Their individual training and development needs will be assessed via the various methods discussed and incorporated into the delivery plan.

Member Development Evenings

These will be designed and delivered around key themes and priorities for the Council and will be delivered on a monthly basis. These sessions in particular will be identified to Elected Members as being mandatory.

Internal Training

The internal training provision for Elected Members will be coordinated through the Workforce Development Team.

External Training

External training provision will be provided through the best use of resources with organisations such as North West Employers, Local Government Association and Local Government Information Unit. There are also free sessions run by North West Employers for both newly elected and existing members that are free of charge to attend. Membership to North West Employers also allows Elected Members to access and attend networking events across the region and have access to Northwest Connex, which is a web-based interactive service.

Page 5 E-Learning

E-Learning will be offered from computers, work stations or iPads, through the Council's existing e-learning platform. The learning modules are: Data Protection at Work, Equality and Diversity in the Workplace, Fire Safety and Evacuation, Health and Safety in the Workplace, Responsible for Information and Responsible for Information IAO. Further modules will be available should Members wish to access more training content.

Strive Portal – Elected Member Access

The Strive portal is the engagement and development portal which is in place across the Council for the workforce and Elected Members. The portal will be developed to become a hub of knowledge for Elected Members holding session content and delivery materials for easy access to all development that has taken place.

Page 6 Monitoring, Evaluation and Review

Training and development will be reviewed in a number of systematic ways which will assist in evaluating the delivery plan and assist in designing future development needs. Training and development will be assessed and evaluated on an individual basis as well as at a Council and partnership level to ensure strategic development needs are being met. Additional evaluation and review will be provided on an ongoing basis, and via the Member Development Forum which will meet once a quarter to discuss past and future development.