

ITEM NO: 5

Report To:	EXECUTIVE BOARD
Date:	12 March 2013
Reporting Officer:	Sandra Stewart – Executive Director of Governance Tracy Brennand – Assistant Executive Director (People and Organisational Design)
Subject:	ELECTED MEMBER DEVELOPMENT
Report Summary:	The report examines the past Elected Member Development provision and provides options for future delivery and sustainability.
Recommendations:	Subject to any other recommendations the Standards Committee are asked to endorse: <ul style="list-style-type: none">a) A new and refreshed Elected Member Development Strategy (Appendix 1).b) The establishment of an Elected Member Development Forum to meet quarterly to support and guide the Elected Member Development Strategy and Delivery Plan.c) The proposed areas of development for the Elected Member Delivery Plan in Appendix 2 and support the introduction of essential and optional sessions.d) The introduction of alternative ways to engage Members in learning and development to complement the existing evening sessions, i.e. Ward Walks and short 60 minute sessions on specified topics at either lunchtime or at twilight.e) Alternative ways of engaging with Elected Members to determine their individual development needs, either through one to ones, group sessions, survey monkey or a mixture of all three approaches.f) Specified Elected Members to attend relevant North West Employers events and share their learning.g) The introduction and use of the Modern Councillor via the Learning Pool.h) The evaluation process and receive feedback on a quarterly basis.i) The application for Level 1 review of the Member Charter and pursuit of the Level 2 with the proposed project being Public Health.j) The recommended budget allocation for the proposed 18 month delivery plan.
Links to Community Strategy:	Supports all elements of the Community Strategy through Elected Members.
Policy Implications:	As Tameside Council continues to deal with this period of austerity, it is more essential than ever to ensure our Elected Members are confident Leaders. This proposal sets out new policy as contained within the Elected Member Development Strategy (Appendix 1)

**Financial Implications:
(Authorised by the Borough
Treasurer)**

The cost to carrying out the proposed member development over an 18 month period is £7500 this will be met from within existing resources in People and Organisational Design

**Legal Implications:
(Authorised by the Borough
Solicitor)**


Any authority that is serious about meeting the needs of its community must be committed to developing its councillors. All councillors need some support to meet the challenges of their roles. Experienced members need continuing development to understand the changing agenda and to refresh the skills and knowledge required for their changing roles. New members need to understand what is expected of them and opportunities to build their knowledge and skills.

Risk Management:

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

Access to Information:

The background papers relating to this report can be inspected by contacting the report author, Alison Williams, Organisational Development Manager on:

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1.0 BACKGROUND

- 1.1 The Council has invested in Elected Member Development since 1999. It obtained Level 2 of the Member Development Charter in Autumn 2010. Tameside has always shown commitment for developing and supporting its Elected Members, from new Members who are just starting their political careers through to our most senior experienced portfolio holding politicians.

2.0 PREVIOUS APPROACH

- 2.1 Member Development is supported from both Democratic Services and Organisational Development. This supports both new and established Members with their development needs. There is a standard package of support that is provided to all new Elected Members on election via Democratic Services, this is then enhanced with any further development needed via Organisational Development through the Elected Member Development Plan.
- 2.2 The process for developing past programmes has been in five stages; carry out one to one's with all Elected Members then consult firstly with the Executive Team and then with the Deputy Executive Leader and Member Development Forum. The Member Development Strategy has then been published with a review of the previous year's activity based on evaluations taken at events. Member Development forums were previously held throughout the year to obtain feedback from members to review the Strategy and pull together a programme of training. The last time the Member Development Forum met was August 2010. Development interventions and activities over 2011/2012 and 2012/2013 have mainly been member development evening sessions on context related topics, i.e. Welfare Reforms
- 2.3 The rate of engagement with Member one to ones has varied over the years, from 75% in 2008, 89% in 2009/2010 reducing to 47% in 2012. This decline is attributed to a number of factors and in the main due to the Council facing unprecedented changes, change in key staff within the Organisational Development team and a need for the former one to one format to be refreshed.

3.0 RATIONALE FOR CHANGE

- 3.1 It is essential that we have a robust and flexible programme of development to ensure Members continue to provide effective political leadership. With the reduction of budgets and resources in all areas of the Council it is essential that new and innovative ways to engage our Elected Members in learning and development are found. Encouraging them to build their skills and experience, not only through organised development sessions but also through the development of networking and mentoring, increased social media use and effective e-learning.
- 3.2 The Local Government Association supports the crucial role of Councillors in inspiring local communities and creating a better future for the people and places that they represent. They state that Councillors have a central role to play in; building civil society, making tough decisions, devolving power to local people, promoting fairness and tackling inequality.
- 3.3 As Tameside Council continues to deal with 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 Localism Act 2011 begins to take effect, Elected Members must be up to date and confident to deal with the main measures of the Act

- new freedoms and flexibilities for local government
- new rights and powers for communities and individuals
- reform to make the planning system more democratic and more effective

3.4 Under the Health and Social Care bill 2011, the Government is returning responsibility for improving public health to local authorities. The main reasons being so that public health is population focused at a local level, and it is able to shape those services in accordance with local needs, whilst having the ability to influence wider social determinants of health and tackle health inequalities. From April 2013 Public Health will be the responsibility of all Elected Members.

4.0 FUTURE VISION AND ELECTED MEMBER DEVELOPMENT OFFER

4.1 In order to refresh and reinvigorate the Council's approach to delivering Elected Member Development, a new Elected Member Development Strategy has been written and endorsed by the Leader, the Chief Executive and the Deputy Executive Leader, demonstrating the refreshed commitment to Elected Member Development. The overall vision for the Elected Member Development Strategy (**Appendix 1**) is to equip all Elected Members with the necessary skills and knowledge to effectively perform their role within the Council. Learning and development needs will be assessed and collated in a holistic way to ensure that the Council's priorities and emerging themes are covered in the development programme along with the personal development needs of all Members. As with the workforce, the Council invests time and resource into creating an on-going learning culture where continuous improvement is always present.

A summary of the proposed Elected Member Development Strategy and Delivery Model is outlined below:

Elected Member Development Strategy and Delivery	
Council Priorities and Responsibilities	<ul style="list-style-type: none"> • Community Strategy • Revised Corporate Plan • Public Health Reform
Personal Development Needs	<ul style="list-style-type: none"> • One to Ones • Group Sessions • Survey Monkey • Personal Development Plans
Emergent Development	<ul style="list-style-type: none"> • Response to Localised Issues • Area Address • Member Development Forum
Delivery Plan	<ul style="list-style-type: none"> • Evening Sessions • Personal Development • Regional Events • Newly Elected Member Induction • E-learning • Alternative Sessions – i.e. Ward Walks, 60 minute sessions
Monitoring Evaluation and Review	<ul style="list-style-type: none"> • Evaluation Sheets/Survey Monkey • One to Ones/Group Sessions • Member Development Forum • Quarterly Reports to ET

4.2 ***Board are asked to endorse a new and refreshed Elected Member Development Strategy (Appendix 1) endorsed by the Leader, the Chief Executive and the Deputy Executive Leader.***

4.3 It is proposed to re-establish the Elected Member Development Forum, chaired by Cllr John Taylor (Deputy Executive Leader). The forum will meet once a quarter to 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 inform the evaluation of the overall programme which in turn will be reported back to ET. Membership of the forum is as follows;

Cllr John Taylor (Chair)
Cllr Dawson Lane
Cllr R Welsh
Cllr C Reynolds
Cllr J Jackson
Cllr S Quinn
Cllr J Middleton

- 4.4 ***Board are asked to endorse the Elected Member Development Forum be re-established and meet quarterly to support and guide the Elected Member Development Strategy and Delivery Plan.***
- 4.5 An 18 month delivery plan (**Appendix 2**) has been devised for Elected Member development in consultation with the Leader, Deputy Executive Leader and Executive Team. This will be executed on a number of levels to ensure that all Members' views are captured and also the priorities of the Council for the coming months are included.
- 4.6 Where there is training and development needs for immediate and emergent Council priorities and responsibilities, these will automatically be included in the delivery plan, i.e., the transition of Public Health and changes to the Local Council Tax Support Scheme. Other development sessions will include; Planning Reforms, Risk Management, Social Media Training, Waste Management, Civil Contingencies and Corporate Parent Responsibilities.
- 4.7 It is recognised that the time Members have for development is limited due to their growing demands. It is therefore recommended that for the first time development sessions are categorised as essential and optional, therefore allowing members to make an informed decision as to which events they attend each quarter, and if they are only able to attend one – that they attend the essential ones.
- 4.8 ***Board are asked to endorse the proposed areas of development for the Elected Member Delivery Plan in Appendix 2 and support the introduction of essential and optional sessions.***
- 4.9 With resources reduced across the Council it is imperative to utilise different mediums of learning and development. In addition to the traditional Member development evenings, it is proposed to look at a number of different ways to access and enhance learning. One idea would be to trial 'Ward Walks' with members and officers where learning is much more organic and takes place out in their ward whilst they are in the community with their electorate. A further idea would be short 60 minute sessions on particular subjects that are emerging across the Council or particular themes/development needs that have been highlighted from the one to one's. These could be run as morning, lunch time or twilight sessions or attached to the end of an existing meeting.
- 4.10 ***Board are asked to endorse the introduction of alternative ways to engage Members in learning and development to complement the existing evening sessions, i.e. Ward Walks and short 60 minute sessions on specified topics at either lunchtime or at twilight.***
- 4.11 There needs to be a mechanism for Members to be clear about their roles and responsibilities whilst also assessing their development needs through a Personal Development Plan (PDP). It is proposed to establish a refreshed way of undertaking one to ones with Elected Members to ascertain development needs, either through one to ones

with the Organisational Development Team, or through group facilitated sessions, or via the Survey Monkey analysis tool.

- 4.12 In terms of personal development for Elected Members and emerging themes for training there will be some initial work to be done to get the programme up and running. An initial survey monkey can be undertaken with all Members to get a snapshot of learning and development needs with an open offer to meet with a member of the Organisational Development Team to discuss their development needs further if required. Alternatively, up to three short group development sessions where Members can attend to discuss their development needs and complete their PDP's as an interactive group session. This will support the Elected Member Delivery Plan by including Members personal development needs as well as their overarching development needs.
- 4.13 ***Board are asked to endorse alternative ways of engaging with Elected Members to determine their individual development needs, either through one to ones, group sessions, survey monkey or a mixture of all three approaches.***
- 4.14 It is proposed to use the Political Skills framework which has been designed by the Local Government Association to support Elected Member Development (**Appendix 3**). The framework supports local Councillors and all those working with them in their efforts to review and support individual development needs. The framework reflects Councillors responsibilities and how these have evolved in line with political and social changes. It also takes in to account new council structures as services are redesigned, the increased use of new technology and social media, increased public sector spending cuts and the changing needs of service delivery models. The framework can be used as a self-reflective learning tool to assist in identifying future development.
- 4.15 The offer of free Member development through North West Employers needs to be co-ordinated and used in a more effective way. There are a number of free sessions for both new and existing members to access. There are also themed sessions that are available at a cost of £50 per Member to attend, with discounts for multiple sessions being booked. These sessions could be utilised by a Member attending the session and then them sharing their learning either directly with other Members or through the GEARs portal.
- 4.16 ***Board are asked to endorse specified Elected Members to attend relevant North West Employers events and share their learning.***
- 4.17 It is proposed to offer E-Learning to Members through an organisation called The Learning Pool, who have developed an E-Learning application called The Modern Councillor. The cost is £1,000 year for 100 Members and gives them access to essential learning modules. The modules are detailed within the Elected Member Strategy (**Appendix 1**). Each module is designed to take between 30 minutes and 1 hour and can be used as a knowledge base that Members can come back to as many times as they need. For our Members this would equate to a cost of £17.54p per Member a year. A number of the learning modules would add to and supplement our existing induction programme and provide refresher training for existing Members without officers' time being taken up.
- 4.18 ***Board are asked to endorse the introduction and use of the Modern Councillor via the Learning Pool.***
- 4.19 With a smaller resource base it is essential that timely and effective evaluation is undertaken on all aspects of Member development. It is essential that evaluation is kept for Members and their Personal Development Plans (PDPs) and also centrally to evaluate and inform future programmes and interventions. This evaluation process will be supported by the Member Development Forum and feedback into the Executive Team on a quarterly basis.

4.20 ***Board are asked to endorse the evaluation process and receive feedback on a quarterly basis.***

5.0 MEMBER DEVELOPMENT CHARTER

- 5.1 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 Councillors 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.
- 5.2 Tameside has been Member Charter accredited since 2001. It is due for re-assessment in Spring 2014 and currently holds Level 2 Charter status. Full Details of the Charter can be found at **Appendix 4**.
- 5.3 Level 1 review will need to demonstrate a continued and consistent approach to supporting Elected Member Development across the Council.
- 5.4 Level 2 requires a specifically focused project that addresses issues facing the authority and the Community. It must prove how member learning and development has occurred, whilst showing the overall impact of the project on the community and demonstrating continuous improvement of member development. The previous Level 2 Project was in regards to the Community Chest programme.
- 5.5 Level 2 does require more officer time, however with the identification of the right project this will be essential work that the authority needs to deliver anyway; an example being the transfer of the Public Health responsibility from April 2013. As this will be a statutory requirement anyway for Members, the project will potentially enhance how this agenda is delivered and linked into the community. Dialogue is currently taking place with Organisational Development, the Head of Health and Wellbeing and North West Employers to ensure an effective programme of development with regards to Public Health is high on the agenda for Members.
- 5.6 ***Board are asked to endorse the application for Level 1 review of the Charter and pursuit of the Level 2 with the proposed project being Public Health.***

6.0 BUDGET AND RESOURCES

- 6.1 In previous years there has been an allocated budget up to £10k per annum to support Elected Member Development. This budget was used to pay for room bookings, external speakers and external training for Members. The monitoring and reporting of spend was done by the Organisational Development team with decisions made by Deputy Executive Leader. It is proposed that a smaller budget of £7.5k be allocated to support the 18 month programme (£5k per annum). This would be sufficient to cover up to 8 essential Member development events, plus 4 emerging themed or optional events run from Dukinfield Town Hall as well as 57 E- Learning Licences, and the opportunity for attendance at 7 North West Employer Elected Member Events. This equates to a total investment of £132 during the programme for each elected member.

8 Essential Evening Events	£3200.00
4 Optional/emergent themed Evening Events	£1600.00
7 North West Employer Elected Member Development Events	£ 300.00
E-learning licence for the Modern Councillor	£1000.00
Media Training	£1500.00
Total Cost for 18 month plan	£7500.00

6.2 ***Board are asked to endorse the recommended budget allocation for the proposed eighteen month delivery plan.***

7.0 RECOMMENDATIONS

Board are asked to endorse:

- (i) A new and refreshed Elected Member Development Strategy (**Appendix 1**) endorsed by the Leader, the Chief Executive and the Deputy Executive Leader.
- (ii) The establishment of an Elected Member Development Forum to meet quarterly to support and guide the Elected Member Development Strategy and Delivery Plan.
- (iii) The proposed areas of development for the Elected Member Delivery Plan in Appendix 2 and support the introduction of essential and optional sessions.
- (iv) The introduction of alternative ways to engage Members in learning and development to complement the existing evening sessions, i.e. Ward Walks and short 60 minute sessions on specified topics at either lunchtime or at twilight.
- (v) Alternative ways of engaging with Elected Members to determine their individual development needs, either through one to ones, group sessions, survey monkey or a mixture of all three approaches.
- (vi) Specified Elected Members to attend relevant North West Employers events and share their learning.
- (vii) The introduction and use of the Modern Councillor via the Learning Pool.
- (viii) The evaluation process and receive feedback on a quarterly basis.
- (ix) The application for Level 1 review of the Member Charter and pursuit of the Level 2 with the proposed project being Public Health.
- (x) The recommended budget allocation for the proposed 18 month delivery plan.

APPENDIX 1

Elected Member Development Strategy – 2012-2014

Photos of SP, KQ and JT

Statement of intent from Leader, Deputy Executive Leader and CE

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 improving the service to our communities.

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 Community Strategy.

Tameside Council's Corporate Plan for 2012/15 sets out a challenging programme of improvement and details the Council's response to the current financial and economic challenges. The Plan reflects the Sustainable Community Strategy and the Big Conversation, 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 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 can be used 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 is designed to support Elected Members in reviewing their individual development needs and encourages self-reflective learning across the themes below.

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 Councillors 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.

Strategic Direction

The emphasis of Elected Members roles has changed over recent years, seeing an increasing emphasis on partnership working and public involvement. Tameside's key service delivery decisions are made following consultation through the Big Conversation, resulting in Elected Member roles becoming more strategic and performance based.

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.

Priorities for Training

As Tameside Council continues to deal with 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 Localism Act 2011 begins to take effect, Elected Members must be up to date and confident to deal with the main measures of the act

- new freedoms and flexibilities for local government
- new rights and powers for communities and individuals
- reform to make the planning system more democratic and more effective
- reform to ensure that decisions about housing are taken locally

Under the Health and Social Care bill 2011, the Government is returning responsibility for improving public health to local authorities. The main reasons being so that public health is population focused at a local level, and it is able to shape those services in accordance with local needs, whilst having the ability to influence wider social determinants of health and tackle health inequalities. From April 2013 Public Health will be the responsibility of all Elected Members.

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 to be reported back to ET.

Membership of the forum is as follows;

Cllr John Taylor (Chair)
Cllr Dawson Lane

Cllr R Welsh
Cllr C Reynolds
Cllr J Jackson
Cllr S Quinn
Cllr J Middleton

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 eighteen month delivery plan will incorporate both the personal 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 be assessed through various methods; one to ones, group sessions, survey monkey – an online question and evaluation tool, the Elected Member Development Forum and ad-hoc emergent priorities.

As the Council continues to face significant challenges in reshaping service delivery, the Elected Member Development Plan will now have essential and optional elements to it. This will ensure Members are guided to attend the essential development elements of the plan where their capacity is limited.

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 the Democratic Services and this year's programme contained the following elements: Mobile Telephone and IT Provision, Meet the Executive Team, The Council Constitution, Introduction to Scrutiny, Partnerships and the Corporate Plan, Introduction to Local Government Finance, Introduction to District Assemblies, 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.

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, Council, Cabinet, Scrutiny reports and minutes, 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 eighteen month delivery plan.

Each Elected Member will have a Personal Development Plan (PDP) where their training and development needs are recorded, along with any development received with its appropriate certification and evaluation.

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 either essential or optional. Elected Members are asked to attend all the essential sessions with any of the three most appropriate optional sessions from the eighteen month plan.

Internal Training

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

External Training

External training provision will be limited but where essential will be procured and delivered within budget.

E-Learning

E- Learning will be offered from either home computers or work stations, through The Learning Pool, who have developed an E Learning application called The Modern Councillor. The learning modules are: Introduction to Local Government, Your Role as a Councillor, Code of Conduct, Technology and Change, Getting Started with Social Media, Writing for the Web , Working with the Media, Equality and Diversity, Risk Management, Best Practice Procurement, Licensing and Regulation, Data Protection, Transformational eDemocracy, Localism Bill, Community Leadership, Public Speaking and Charing Meetings.

North West Employers Organisation

Agreed Elected Members will be able to access a number of delivered sessions via our membership to North West Employers. These sessions include; Community Leadership: What does this look like for the 21st Century Councillor?, Localism: The beginning of a new era, Governance: Exploring new approaches, Health Care Reform: The challenge for councillors, constituents and services, Welfare Reform: The impact on the communities and demand for local services, Economic Stewardship: Creating local economies that benefit the local people and Social Growth and Civil Society: The changing relationship. 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.

GEARS Portal – Elected Member Access

The GEARS portal is the engagement and development portal which has been introduced across the Council for the workforce and Elected Members. The development of the portal is still in its early stages, however in terms of development it will become a hub of knowledge for Elected Members holding session content and delivery materials for easy access to all development that has taken place.

Monitoring, Evaluation and Review

Training and development will be reviewed in a number of systematic ways which will assist in evaluating the eighteen month 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 via the Member Development Forum which will meet once a quarter to discuss past and future development.

There will be ongoing reviews of the development provided to support the changing role of Elected Members and Personal Development Plans (PDPs) will be monitored and reviewed in line with changing development needs.

Appendix 2

Elected Member Development – Delivery Plan 2012-2014

Development Activity	January 2013	February 2013	March 2013	April 2013	May 2013	June 2013	July 2013	August 2013	September 2013
Member Forums – Forum Members only			Spring Forum			Summer Forum			Autumn Forum
Essential Evening Events – All Members		General Public Health – Health is Every Councillors Business	Council Tax Changes		Apprentices and Youth Training		Definite Hopefuls		General Public Health – Health is Every Councillors Business
Optional Evening Events				Waste Management			Planning Reforms		
Accredited Training - NWEO					Champion Health and Wellbeing Training (max 16)				Champion Health and Wellbeing Training (max 16)
Other Key Dates for the Diary		Welfare Reform: The impact on the communities and demand for local services - NWEO		Economic Stewardship: Creating local economies that benefit the local people - NWEO	Social Growth and Civil Society: The changing relationship - NWEO				
E-Learning, ICT and Social Media Training	See attached Programme for activity throughout the year								

Development Activity	October 2013	November 2013	December 2013	January 2014	February 2014	March 2014	April 2014	May 2014	June 2014
Member Forums – Forum Members only			Winter Forum			Spring Forum			Summer Forum
Essential Evening Events – All Members		Taking the Localism Act forward			Civil Contingencies and Emergency Planning			Risk Management and Councillors' Roles	
Optional Evening Events	Social Media Training		Emergent Theme	Emergent Theme			Emergent Theme		
Accredited Training - NWE0									
Other Key Dates for the Diary									
E-Learning, ICT and Social Media Training	E-Learning, ICT and Social Media Training								

Appendix 2 cont

IT and Social Media Training for Elected Members – Attachment to Eighteen Month Delivery Plan

The Programme

It is proposed that the programme of training is offered to members in the form of one and two hour sessions that will be run during the day and early evening. The sessions will be run by members of the ICT and Marketing and Communications team with support from existing Members who currently use some of the tools. The sessions will also be supplemented by modules from Modern Councillor E Learning package.

Topic	Objectives	Method	Delivered By
Using Information Technology	This session will provide members with an overview of the current IT systems and support available to them including: <ul style="list-style-type: none"> • Using emails • Using the Members Portal • Paper less office and iPads 	A two hour session to be run during the day and early evening	A member of the ICT Team
Getting the best out of your iPad	This session will introduce Members to the features on the iPad including: <ul style="list-style-type: none"> • Accessing emails • Accessing the Internet • Taking photos and videos 	A one hour session run during the day and early evening	A member of the ICT Team
Social Media – What is It?	This will be an introductory session to Social Media, showing the tools and examples used by interest groups (E.g. Mumsnet) and political parties. It will include: <ul style="list-style-type: none"> • Social Networking - Face book, Bebo, Linkdin and others • Twitter • Blogging • Navigating Social Media in a safe and secure manner • Upholding standards of public office 	A two hour session to be run during the day and early evening. Supplemented by the E Learning Module Getting started with Social Media	A member of the ICT Team and an existing Member who is familiar with and uses Social Media
Setting up and using Twitter	This session will be a practical session that gives an overview of what Twitter is and how to use it. By the end of the session each participant will have set up a twitter account and be able to use it in a safe and secure manner that upholds the standards of public office.	A one hour session run during the day and early evening. Supplemented by the E Learning Module Getting started with Social Media	A member of the ICT Team and an existing Member who is familiar with and uses Twitter
Setting Up and Using Facebook	This session will be a practical session that gives an overview of what Facebook is and how to use it. By the end of the session each participant will have set up a Facebook account and be able to use it in a safe and secure manner that upholds the standards of public office.	A one hour session run during the day and early evening. Supplemented by the E Learning Module Getting started with Social Media	A member of the ICT Team and an existing Member who is familiar with and uses Facebook
Creating a personal Blog	This session will be a practical session that gives an overview of what blogging is with examples from different political parties. Members will be shown how to set up their own blog and find other people's blogs. Members will be able to	A one hour session run during the day and early evening. Supplemented by the E Learning module Writing for	A member of the ICT Team and an existing Member who is familiar with and has a blog

Topic	Objectives	Method	Delivered By
	write a blog in a safe safe and secure manner that upholds the standards of public office.	the Web.	

Notes

- An account has been set up with the Learning Pool to enable Cllr Fitzpatrick to test out the E Learning programmes
- The Virtual College E Learning package has only one module on Social Media called “An introduction to Social Media for Business” which is geared to businesses using Social Media to get more customers and expand their business.

Appendix 3

Political Skills Framework

There are six core skill areas associated with the front-line councillor role, with an additional two areas for cabinet members (Providing Vision and managing Performance) and an overarching Excellence in Leadership for Leaders. The framework describes the behaviours necessary for councillors to be effective and influential in their role.

Front-line Councillors

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 if a Councillors 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.

The framework provides a starting point for individual councillors to reflect on their own skills, before deciding on what and how they want to develop. Councillors need to think about the way that they perform their role and which of the areas they want to focus on. The skills areas are listed with some prompts to assist with self-reflection.

Member Role Description

Appendix 3 cont

To support the self-reflection process below are a number of role descriptions to assist you in identifying the skills and knowledge that you will need to fulfill your various roles. It provides a useful prompt for new and existing Members to identify any areas where you may need development.

How to use it?

Read across each table to gain an understanding of:

- **The role:** this outlines the different roles and individual responsibilities.
- **Knowledge required:** this explains what you need to know to be able to carry out the role.
- **Skills required:** this sets out the skills required to carry out the role.
- **Support and Training:** this shows the support and training that is available to help to carry out the role

New Members

The Role	Knowledge required	Skills Required	Training and Support
1.1 Getting started	<ul style="list-style-type: none"> • Understanding of the key activities undertaken by Councillors • Understanding of the work of the council • Knowledge of the priority areas for service delivery • Knowing where to find information • Knowledge of individual role • Knowledge of the Constitution • Understanding of ethical standards • Understanding of core processes such as business and financial planning • Understanding equality & diversity issues • Understanding the role & work of the monitoring officer and the chief finance officer – ‘Section 151 Officer’ 	<ul style="list-style-type: none"> • Information gathering • Networking • Communication 	<ul style="list-style-type: none"> • Member Induction • Member Pack • Member Portal • Member Support Group • E Learning Modules- 3, 4, 8,17
1.2 Taking part in a meeting	<ul style="list-style-type: none"> • Knowledge of meeting timetable, locations and papers • Protocol • Standing orders • Codes of conduct/standards • Meeting conventions 	<ul style="list-style-type: none"> • Team working • Meeting skills • Listening skills • Presentation skills 	<ul style="list-style-type: none"> • Member Induction • Member Pack • Member Portal • Member Support • Quarterly Progress Meetings

The Role	Knowledge required	Skills Required	Training and Support
1.3 Starting relationships with officers	<ul style="list-style-type: none"> • Knowledge of officer responsibilities and contact points • Knowledge of the Local Protocol on Member and Officer Relations 	<ul style="list-style-type: none"> • Communication • Assertiveness • Influencing skills • Diplomacy • Interpersonal skills 	<ul style="list-style-type: none"> • Member Induction • Member Pack • Member Portal
1.4 Working to ethical standards	<ul style="list-style-type: none"> • Understanding of code of conduct, standards and ethics • Knowing when to declare interests both personal and personal prejudicial • Understanding role of the National Standards Board and the Council's Standards Committee/Monitoring Officer 	<ul style="list-style-type: none"> • Handling information and challenging whether decisions are made with integrity • Applying knowledge learned to appropriate situations 	<ul style="list-style-type: none"> • Member Induction • Member Pack • Member Portal • Member Support Group • E Learning Module 3
1.5 Internal political relations	<ul style="list-style-type: none"> • Understand political group policy • Know the political make-up of the Council • Understand roles and responsibilities • Understand channels of communication 	<ul style="list-style-type: none"> • Team working • Building positive relationships • Support and challenge others appropriately • Listening • Policy development 	<ul style="list-style-type: none"> • Member Induction • Member Pack • Member Portal • Quarterly/Annual Progress Meetings

All Members

The Role	Knowledge required	Skills Required	Training and Support
2.1 Managing Yourself	<ul style="list-style-type: none"> • Knowledge of key personal activities and responsibilities 	<ul style="list-style-type: none"> • Time management • Prioritisation • Delegation • Stress awareness and management • Assertiveness • Effective use of ICT 	<ul style="list-style-type: none"> • Quarterly/Annual Progress Meetings
2.2 Managing information	<ul style="list-style-type: none"> • Knowledge of sources of information and methods of organising it 	<ul style="list-style-type: none"> • Researching and data interpretation 	<ul style="list-style-type: none"> • Member briefing sessions • Member Development

The Role	Knowledge required	Skills Required	Training and Support
	<ul style="list-style-type: none"> Understanding the processes behind data presented such as budget cycle, performance indicators etc Awareness of ICT systems and what you can achieve with a computer 	<ul style="list-style-type: none"> Storing & retrieving information Project management Literacy & numeracy Speed reading Basic word processing Use of e-mail & Internet Access to information, data protection and freedom of information 	Evenings <ul style="list-style-type: none"> Quarterly/Annual Progress Meetings
2.3 Expressing yourself	<ul style="list-style-type: none"> Knowledge of corporate style of letter/report writing Understanding of corporate guidance for interacting with the media Understanding of different needs of different audiences 	<ul style="list-style-type: none"> Effective self expression Basic media skills Presentation skills 	<ul style="list-style-type: none"> E Learning Module 11 Quarterly/Annual Progress Meetings
2.4 Working with others	<ul style="list-style-type: none"> Knowledge of who to work with and when Understanding of equalities and diversity issues including responsibilities under law Understanding of the roles of officers, Members and different agencies 	<ul style="list-style-type: none"> Listening Group working Interpersonal skills Ability to relate equalities and diversity to every day issues 	<ul style="list-style-type: none"> E Learning modules 6,17 Quarterly/Annual Progress Meetings
2.5 Relating to officers	<ul style="list-style-type: none"> Understanding of the role of the Member and personal responsibilities in relation to employees. Aware of how the Member role can impact on officers 	<ul style="list-style-type: none"> Ability to interact with staff according to equalities legislation and employment law Ability to interact with officers at the appropriate level 	<ul style="list-style-type: none"> E Learning Module 17 Quarterly/Annual Progress Meetings
2.6 Risk Management including health and safety, and fire safety	<ul style="list-style-type: none"> Understanding of responsibilities for health and safety, and fire safety as a Member and an individual 	<ul style="list-style-type: none"> Ability to assess risk Manual handling 	<ul style="list-style-type: none"> E Learning module 12 Quarterly/Annual Progress Meetings
2.7 Sitting on Council	<ul style="list-style-type: none"> Knowledge of meeting structure Understanding of Code of Conduct Understanding constitution 	<ul style="list-style-type: none"> Information handling Presentation skills 	<ul style="list-style-type: none"> E Learning module 17 Quarterly/Annual Progress Meetings

The Role	Knowledge required	Skills Required	Training and Support
2.8 Working with partners	<ul style="list-style-type: none"> • Understanding of key objectives of both council and organisations • Understand the council's community leadership role • Understanding of personal remit and powers • Understand roles and responsibilities • Understand requirements of the code of conduct 	<ul style="list-style-type: none"> • Meeting skills • Public speaking • Meeting management • Able to balance roles • Communication • Mediation skills 	<ul style="list-style-type: none"> • E Learning module 4 • Quarterly/Annual Progress Meetings
2.9 Promoting and enhancing the Council's reputation	<ul style="list-style-type: none"> • Aware of key issues affecting the local community • Keep up to date with decisions and the reasons for them • Maintaining exempt and confidential information 	<ul style="list-style-type: none"> • Positively promote role of its Members and Officers • Challenging negative reactions • Communicating relevant information clearly • Recognise your audience's needs 	<ul style="list-style-type: none"> • E Learning module 11 • Quarterly/Annual Progress Meetings
2.10 Continuous development	<ul style="list-style-type: none"> • Keep up to date with developments at a number of levels • Keep abreast of all technical and professional issues relevant to their roles 	<ul style="list-style-type: none"> • Reflect and learn from mistakes and successes • Continuously develop skills and knowledge especially through periods of change 	<ul style="list-style-type: none"> • Quarterly Progress Meetings • Annual Review Meeting

The Role	Knowledge required	Skills Required	Training and Support
2.11 Corporate Parenting	<ul style="list-style-type: none"> Understanding the responsibility of members as corporate parents Understanding the framework giving the legal and moral responsibility of a member's duty of being a corporate parent Understanding the work of Children's Services and officers' roles Awareness of the resources and accountability of the Council for children in care Understanding policy and procedures 	<ul style="list-style-type: none"> Critical challenge of the service provided, balanced with the needs of the child Ability to deal with complex issues sensitively and appropriately Able to refer issues to appropriate officers Able to communicate and respond appropriately to young people 	<ul style="list-style-type: none"> Service Briefing Member Development Evening Session Definite Hopefuls E Learning module 17 Quarterly/Annual Progress Meetings
2.12 Engaging with the community	<ul style="list-style-type: none"> Knowledge of contacts for referral of community issues Contacts for publicity. General awareness of Council policies. Understanding of how standards/code of conduct applies in this setting Understanding of authority complaints procedure Knowledge of Social Media 	<ul style="list-style-type: none"> Knowledge management Information gathering Communication assertiveness Conflict management Facilitation skills to enable communities to help themselves 	<ul style="list-style-type: none"> E Learning modules 4,7,11,16
2.13 Casework	<ul style="list-style-type: none"> Understanding circumstances of a particular case Understanding of case management techniques Understanding of extent of personal involvement 	<ul style="list-style-type: none"> Information gathering, handling and giving Interpersonal skills Advocacy 	<ul style="list-style-type: none"> Quarterly/Annual Progress Meetings
2.14 Representing the community within the Council and other agencies	<ul style="list-style-type: none"> Code of conduct Standards/ethics Understanding of community issues and how these relate to strategic issues Awareness of partnership framework, for example Bournemouth 2026 Understanding of Councillor 'call for action' procedure 	<ul style="list-style-type: none"> Presentation skills Negotiation skills Advocacy Thinking of the wider picture Mediation skills 	<ul style="list-style-type: none"> E Learning Modules 3,4 Quarterly/Annual Progress Meetings

The Role	Knowledge required	Skills Required	Training and Support
2.15 Campaigning on local issues on behalf of the community	<ul style="list-style-type: none"> • Knowledge relevant to issue • Knowledge of where & how to campaign • Knowledge of Social Media 	<ul style="list-style-type: none"> • Consultation • Meeting management • Organisation • Negotiation • Media skills • Analysis of data trends • Campaigning techniques 	<ul style="list-style-type: none"> • E Learning Modules 4, 11
2.16 Winning resources for the community	<ul style="list-style-type: none"> • Knowledge of funding sources • Understanding of local government finance • Knowledge of Council priorities 	<ul style="list-style-type: none"> • Networking • Negotiation 	<ul style="list-style-type: none"> • E Learning module 8

Scrutiny Members

The Role	Knowledge required	Skills Required	Training and Support
5.1 Scrutiny in a particular area/theme	<ul style="list-style-type: none"> • Understanding of area of responsibility • Understanding of the issues under review whether internal or external • Knowledge of councils' scrutiny toolkit • Knowledge of equality impact needs assessments 	<ul style="list-style-type: none"> • Questioning • Interpersonal skills • Non verbal communication • Interpreting facts and data 	<ul style="list-style-type: none"> • To be Developed
5.2 Holding the Cabinet/Executive to account	<ul style="list-style-type: none"> • Full understanding of scrutiny remit and roles • Understanding of Cabinet function and work plan • Understanding of process to 'call in' decisions 	<ul style="list-style-type: none"> • Information management • Performance review • Assertiveness 	<ul style="list-style-type: none"> • To be Developed

The Role	Knowledge required	Skills Required	Training and Support
5.3 Reviewing and developing policy	<ul style="list-style-type: none"> • Knowledge of existing policy • Understanding of best practice • Understanding of wider & national policy context 	<ul style="list-style-type: none"> • Meetings management and participation • Strategic thinking • Ability to understand and assess risk 	<ul style="list-style-type: none"> • To be Developed
5.4 Performance management and improvement	<ul style="list-style-type: none"> • Understanding of performance management. • Risk management • Understanding of the Council's own priorities & imperatives • Knowledge of Council's performance Management strategy 	<ul style="list-style-type: none"> • Ability to handle complex facts and figures • Project management • Questioning • Monitoring and challenging 	<ul style="list-style-type: none"> • To be Developed
5.5 Oversee work programme	<ul style="list-style-type: none"> • Understand Council's priorities • Understand work planning procedure • Understand role & priorities of other Council bodies 	<ul style="list-style-type: none"> • Project management • Planning 	<ul style="list-style-type: none"> • Member Events • Development Sessions

Cabinet Members

The Role	Knowledge required	Skills Required	Training and Support
2.1 Role of Cabinet Member	<ul style="list-style-type: none"> • Understanding of role as an individual and that of Cabinet team • Understanding of non executive team roles • Understanding of Council strategy, policies and operations • Understanding of how role fits with that of the Executive board 	<ul style="list-style-type: none"> • Leadership skills • Generic management • Communication • Ability to function within officer and member top teams • Ability to function strategically 	<ul style="list-style-type: none"> • To be Developed
2.2 Decision making	<ul style="list-style-type: none"> • Full knowledge relevant to issue 	<ul style="list-style-type: none"> • Decision making skills • Advanced skills for handling information • Managing risks 	<ul style="list-style-type: none"> • To be Developed

The Role	Knowledge required	Skills Required	Training and Support
2.3 Communicating decisions	<ul style="list-style-type: none"> Knowledge relevant to issue 	<ul style="list-style-type: none"> Communication in a variety of formats Timely communication Media skills 	<ul style="list-style-type: none"> To be Developed
2.4 Portfolio responsibilities	<ul style="list-style-type: none"> Understanding of the national policy framework Knowledge of local policy Knowledge of the law Understanding of resource issues Knowledge of local priorities Understanding the overview and scrutiny function 	<ul style="list-style-type: none"> Collaboration Research 	<ul style="list-style-type: none"> To be Developed
2.5 Relationship with senior officers	<ul style="list-style-type: none"> Understanding of the roles and responsibilities of senior officers 	<ul style="list-style-type: none"> Networking Joint working on strategic objectives 	<ul style="list-style-type: none"> To be Developed

Speakers Panel Members

The Role	Knowledge required	Skills Required	Training and Support
4.1 Planning	<ul style="list-style-type: none"> Knowledge of Planning and development control law and regulations Knowledge of local and national planning policy including the Local Development Framework Basic understanding of case law Impact of development control on community plan Knowledge of local area Understanding of bias predetermination 	<ul style="list-style-type: none"> Balanced decision making Listening to local views and articulating them Apply planning law 	<ul style="list-style-type: none"> To be Developed
4.2 Licensing	<ul style="list-style-type: none"> Licensing regulations Knowledge of local and national licensing policy and procedures Basic understanding of case law Knowledge of local area Understanding of bias and predetermination 	<ul style="list-style-type: none"> Decision making Able to identify facts from evidence presented Apply gambling and licensing laws 	<ul style="list-style-type: none"> To be Developed

The Role	Knowledge required	Skills Required	Training and Support
4.3 Liquor Licensing	<ul style="list-style-type: none"> • Liquor Licensing regulations • Knowledge of local and national liquor licensing policy and procedures • Basic understanding of case law • Knowledge of local area • Understanding of bias and predetermination 	<ul style="list-style-type: none"> • Decision making • Able to identify facts from evidence presented • Apply liquor licensing laws 	<ul style="list-style-type: none"> • To be Developed
4.3 Standards Committee	<ul style="list-style-type: none"> • Members Code of conduct • Local protocols • Standards hearings and related law 	<ul style="list-style-type: none"> • Adjudication • Questioning and interview techniques • Making balanced decisions 	<ul style="list-style-type: none"> • To be Developed

Appendix 4

Member Development Charter

We currently hold Level 2 Member Development Charter status and we are beginning dialogue with North West Employers regarding our re assessment planned for next year.

The Charter looks at 5 areas to achieve Level One Status:

- Having a statement of intent
- Ensuring all members are made aware of Learning Opportunities
- Having a Process to indentify individual needs which involves members
- Having an officer allocated to assist members and groups in identifying needs and providing information on resources
- Having a strategy to meet the learning and development needs of members

Level 2 requires a specific focus on either:

- Issues for the authority and the Community (We used the Community Chest and recycling initiative last time)
- Member Learning and Development
- Overall Impact of the Project
- Continuous improvement of member development

What is actually looked for and assessed is on review of level 1 is:

Continued commitment to member development demonstrated at all levels across the Council.

An established member development strategy to support organisational needs overall strategy.

Clarity of subject area and methods of delivery based on member needs assessment.

75% of members complete PDP%.

Clear communication strategy which supports member development

A method of evaluating learning and development activities and continuous improvement

What is actually looked for and assessed is on review of level 2 is:

The Impact of member development on the work of the local authority and the community.

The authority is committed to continuous improvement in member development.