St Edmundsbury
BOROUGH COUNCIL

Democratic Renewal Working Party
9 June 2011

Member Development: Update

SUMMARY

1. **East of England Local Government Association (LGA) Charter for Elected Member Development** 1.1 Firstly this report provides an update on progress with the Member Development Charter Action Plan approved at the last meeting. **2.** **Member Development Policy** 2.1 Action 8 of the Action Plan requests that the Member Development Policy be updated at a future meeting. The current policy is attached at Appendix A, and the suggested amended Policy at Appendix B for your consideration. **3.** **Member Development Budget** 3.1 Action 6 asks that the Working Party be kept up to date with the budget for Member Development. On future reports, the current status of the budget will be provided. However, as none of the budget has yet been allocated for 2011/2012, attached at Appendix C is the final status of the 2010/2011 budget, to give Members an indication of the use of this budget, for information and discussion.

RECOMMENDATIONS

The Working Party is asked to: 1. **East of England Local Government Association (LGA) Charter for Elected Member Development (Section 1)** 1.1 Discuss progress with the Member Development Charter Action Plan approved at the last meeting. 2. **Member Development Policy (Section 2 and Appendices A and B)** 2.1 Discuss the amended Member Development Policy and, if happy, recommend it for adoption.

3. **Member Development Budget (Section 3 and Appendix C)**

3.1 Discuss the use of the Member Development budget and advise officers whether Members feel the budget is being allocated appropriately.

1. **East of England Local Government Association (LGA) Charter for Elected Member Development**

1.1 At its last meeting the Working Party discussed the twelve recommendations arising from the Council's assessment for the Member Development Charter. The first three recommendations were essential in order for the Council to re-achieve Charter status, and the remaining actions, whilst desirable, were not essential.

1.2 The Working Party selected an additional 5 from these recommended actions which it felt would add value to the Council's member development offer, whilst not requiring significant effort to achieve, and these were added to the action plan. Four actions were considered to be difficult to achieve, for little added value, and were therefore not included in the Action Plan. The final Action Plan is set out below, together with progress to date in achieving the actions.

Recommendation	Actions	Progress
Priority areas for improvement		
1. **That a minimum of 60% of Elected Members, including the entire Cabinet and Democratic Renewal Working Party, complete the Training Needs Analysis (TNA) by 30 September 2011.**	• TNA to be circulated to all Members following Borough Council Elections; • Officer "buddies" to meet with any Members requiring assistance to complete the TNA; • Group Leaders to stress the importance of Member Development and encourage their Members to complete the TNA; and • Evidence of 60-70% return on TNA to be submitted.	• The TNA will be circulated late June 2011, giving Members time to "find their feet" before assessing their own skills levels and training needs. • Member Buddies have been nominated from across the Council, and will meet with new Members during June/July 11 to complete the forms if required. • We aim to be able to show a 60-70% return by the deadline of 30 Sept 2011.
2. **Following completion of this process, the authority adopt a training programme based on the corporate priorities of the authority, national, legislative and partnership priorities, and the needs identified in the Training Needs Analysis (target December 2011). Evidence of progress to be provided.**	• Each potential area of development to be accompanied by its relevance with regard to Corporate Priorities and national and partner priorities; and • Publication of Member Development Programme for the remainder of 2011/2012.	• The Member Induction Plan has been developed into a brochure giving details of each session offered, including links to the Corporate Priorities. • The wider Member Development Programme cannot be set until after completion of the TNA from Sep/Oct 2011.
3. **There is a need to co-ordinate central training and "satellite" training arranged by other officers through the Democratic Renewal**	• Discussions with Management Team emphasising necessity for all training to be identified as part of the Member Development Programme;	• MT colleagues have been requested to advise Scrutiny Manager of all planned training. • All induction training has been arranged through

Recommendation	Actions	Progress
Working Party, with all of this being incorporated into the Annual Training Programme (target: September 2011).	• MT to be periodically reminded of this necessity; • All induction training to be co-ordinated through the Scrutiny Manager and Working Party; and • Evidence of "satellite" training being included in the Member Development Programme.	the Scrutiny Manager and Working Party. • As above, the wider MD programme cannot yet be set until the TNA has been completed.
Additional areas for improvement		
4. That all Members be encouraged to complete the Training Needs Analysis by December 2011.	• TNA to be circulated following Borough Council Elections; • Officer "buddies" to meet with any Members requiring assistance to complete the TNA; and • Group Leaders to stress the importance of Member Development and encourage their Members to complete the TNA.	• Forms to be circulated late June 2011. • Buddies to be asked to meet with any Members requiring assistance.
5. It was acknowledged that there are some Members who are yet to be engaged in the Member Development process. Further work needs to be undertaken by the Working Party to identify the barriers to them being involved and how their training needs can be met.	Section on the TNA form asking Members their preferred time for training sessions, reminding them that training events are an approved duty qualifying for payment of carers and travel allowances, and asking whether there are any other barriers to them attending training.	TNA form has been updated to include this section.
6. That the Democratic Renewal WP needs to become accountable for setting, prioritising, spending and monitoring the Member Development budget to ensure value for money.	Current budget position to be appended to each report to the Working Party for discussion.	This report provides the first detailed appendix showing the position of the Member Development budget.
7. Members attending external development activities should produce a short report, including copies of slides/information where possible, which can then feed back to other Members to share the learning gained.	Proforma to be provided to help Members to produce these reports.	Proforma will be produced and sent to Members attending external sessions.

Recommendation	Actions	Progress
8. To review the Member Development Policy (adopted in November 2005) and update it to reflect the changes that have occurred to Member Development in the interim period. This then needs to be promoted widely within the Council and to prospective Councillors.	Review the Member Development Policy at a future meeting.	Updated Member Development Policy attached to this report for discussion.

2.   Member Development Policy

2.1   The Council's current Member Development Policy, last approved in November 2005, is attached as Appendix A. The policy has been updated to reflect the current position with member development, and best practice in other authorities, and the Working Party is asked to discuss the suggested new policy, attached as Appendix B, and, if happy, recommend it for adoption.

3.   Member Development Budget

3.1   There are two separate budgets which are used to pay for member development activity. A budget of £8,100 is used for the main member development programme, including funding externally sourced sessions which are delivered in-house, places on sessions offered by other councils or organisations, the Member Development Charter and other costs. A separate budget of £2,900 pays for attendance at external conferences by individual Members.

3.2   As none of the budget has yet been allocated for 2011/2012, attached at Appendix C is the final status of the 2010/2011 budget, to give Members an indication of the use of this budget. Members are asked to advise officers whether they feel the budget is being allocated appropriately.

Contact Details   Chairman   **Scrutiny Manager**
Name   Adriana Stapleton
Telephone   (01284) 757613
E-mail   adriana.stapleton@stedsbc.gov.uk

W:\Democratic WP Services\Committee\Reports\Democratic Renewal Working Party\2011\11.06.09\C12 Member Development - Update.doc

St Edmundsbury's existing Member Development Policy

St Edmundsbury Borough Council
Member Development Policy

St Edmundsbury Borough Council is committed to the development of its elected Members. The Democratic Renewal Panel has overseen this work. This document draws together in one place the elements of the policy that have already been put in place and reported to full Council in the minutes of Panel meetings.

Individual commitment to Member Development
The frontline councillor job description developed by the Panel and incorporated into the Council's constitution makes explicit the expectation that all elected Members will "Participate fully in Councillor training and development programmes, especially those relating to statutory requirements."

Council commitment to Member Development
At full Council in February 2005 the decision was taken to commit St Edmundsbury Borough Council to work to achieve the East of England Regional Assembly Charter for Elected Member Development. This commits the Council to working to meet five criteria:

- Commitment to Member Development
- Strategic Approach to Member Development
- Member learning and development plan in place
- Learning and development is effective in building capacity
- Elected Member development promotes work life balance and citizenship.

The Member Development Framework
The Panel have put the following procedures and reporting structures in place to evaluate and monitor Member Development activity.

The elements of the internal Member Development programme
The Panel recognised that in any one year the programme provided in-house would consist of a number of elements:

1. The recurring development needs of particular committees or groups of councillors such as Cabinet, the Overview and Scrutiny committees or Development Control and Licensing and Regulatory committees.
2. Providing development opportunities/briefings to reflect national priorities.
3. Providing development opportunities/briefings on local priorities and initiatives.
4. Meeting the top collective development needs identified by Members.

In addition in-house events would be supplemented, where appropriate and budget is available, by attendance at specialist external events where necessary.

The development plan process and establishing collective priorities
In January each year every Members is sent a personal development plan to complete to log those areas in which they want to develop further skills and knowledge. The development plan is accompanied by a core skills matrix to prompt Members to think whether they want to develop a range of skills which for convenience have been grouped under twelve thematic headings. The matrix is linked to the job descriptions for different

councillor roles by highlighting which skills are called for in particular roles. When returned these development plans are analysed to establish which are the top collective needs. The top needs can then be addressed cost-effectively through in-house courses. Where the budget allows some individual development needs can also be met through external courses. Through consultation with senior managers development activities to meet national and local priorities are also be provided in-house, either by officers or by bringing in external facilitators.

Evaluation and Monitoring

To ensure that the development opportunities being provided are appropriate and focus on corporate priorities a pro-forma has been developed to capture the aims and objectives of all in-house events. Members attending in-house events are then asked to evaluate the course to establish

- whether it meet the aims and objectives;
- if the development need has been fully met and/or if a further development need has been identified as a result of attending.

Similar evaluation takes place with external events with the additional query of whether the person attending has gained learning which they think should be shared within the Council.

The results of the evaluation of the individual courses will be reported back to the Democratic Renewal Panel in February/March each year so that an assessment can be made of the usefulness of the opportunities provided. Feedback on good and bad experiences can be learnt from in the planning for the next year's programme the outline of which the Panel will also be considering at that time.

Development opportunities outside formal events

At least as important as formal events are the many development opportunities offered by the way the Council chooses to work. Through becoming a member of a panel or review group set up by one of the Overview and Scrutiny Committees to take forward a particular piece of work many Councillors are developing their knowledge in specialist areas. Examples are panels on skate-boarding and broadband, and review groups on rural services, the evening economy and service delivery. Similar opportunities are available through membership of working parties on major projects, such as the Cattle Market or public service village.

Opportunities to contribute to the debate on Member Development

The Democratic Renewal Panel extends an open invitation to any Member to attend and contribute to Panel discussions on Member Development. The minutes of all Panel meetings are reported to full Council providing a further opportunity if required for Members to discuss the work of the Panel on Member Development.

November 2005
V1 05 10 31

Suggested new Member Development Policy

St Edmundsbury Borough Council   June 2011

Member Development Policy

Supporting our Councillors

St Edmundsbury Borough Council
Member Development Policy

St Edmundsbury Borough Council is committed to meeting the needs of its residents, and recognises that Councillors have a crucial role to play in helping to shape and deliver the Council's priorities to meet those needs. The Democratic Renewal Working Party has responsibility for ensuring that Councillors receive the training and development opportunities they need.

COMMITMENT TO MEMBER DEVELOPMENT

Individual commitment to Member Development
The frontline Councillor job description developed by the Working Party and incorporated into the Council's constitution makes explicit the expectation that all elected Members will "Participate fully in Councillor training and development programmes, especially those relating to statutory requirements."

Council commitment to Member Development
Since February 2005 the Council has been committed to working to the level of the South East Employers Charter for Elected Member Development. This commits the Council to working to meet five criteria:

- Commitment to Member Development
- Strategic Approach to Member Development
- Member learning and development plan in place
- Learning and development is effective in building capacity
- Councillors are supported.

Working to Charter level ensures a consistent approach to development, and provides a good practice framework within which to continually improve Member Development at St Edmundsbury.

THE MEMBER DEVELOPMENT FRAMEWORK

The Democratic Renewal Working Party has put the following procedures and reporting structures in place to evaluate and monitor Member Development activity.

The elements of the internal Member Development Programme
The Working Party requires that in any one year the programme provided in-house should consist of a number of elements:

1. The recurring development needs of particular committees or groups of Councillors such as Cabinet, the overview and scrutiny committees or Development Control and Licensing and Regulatory committees.
2. Providing development opportunities/briefings to reflect national priorities.
3. Providing development opportunities/briefings on local priorities and initiatives.

4.   Meeting the top collective development needs identified by Members through the annual Training Needs Analysis.

In addition, in-house events are supplemented by attendance at specialist external events and seminars where appropriate, for example by Portfolio Holders and Committee Chairmen.

The development plan/training needs analysis process and establishing collective priorities
Each year every Member is sent a Training Needs Analysis questionnaire to complete to log those areas in which they want to develop further skills and knowledge.   The questionnaire is grouped under several thematic headings, including "general skills and knowledge of a councillor", "committee specific", "personal skills" and "community role".   Members assess their current level of expertise under each theme, and this enables them to analyse areas where they want to develop their skills, and to think about how they would like to achieve this.

When returned, these development plans are analysed to establish the top collective needs of our Councillors.   These are addressed through the provision of an annual Member Development Programme of both in-house and, where appropriate, externally facilitated sessions.   Through consultation with senior managers, development activities to meet national and local priorities are also provided.

Evaluation and Monitoring
To ensure that the development opportunities being provided are appropriate and focus on corporate priorities, a pro-forma has been developed to capture the aims and objectives of all in-house events.   A brochure sets out details of each development opportunity to be provided across the year, including the aims and objectives of each session, its link to the Council's Corporate Priorities, how the session will be run, who will be delivering it and which Members the session is particularly aimed at.   Members attending events are asked to evaluate them to establish:

• whether they met the identified aims and objectives;
• whether the development need has been fully met and/or if a further development need has been identified as a result of attending; and
• the most important piece of learning which was gained from the activity.

Where external events are concerned, the Councillor is also asked to share any presentations or other useful information with other Members through the Members' Bulletin.

The results of the evaluations are assessed in relation to the usefulness of the opportunities provided.   Feedback is analysed, and good and bad experiences are learnt from in the planning of the following year's Member Development Programme.

Development opportunities outside formal events
Member Development is taken to mean any learning or development activities designed to provide Members with opportunities to update the skills and knowledge required to undertaken their individual and collective roles effectively and to the benefit of the organisation.

At least as important as formal events are the many development opportunities offered by the way the Council chooses to work. Through becoming a member of a panel or review

group set up by the Overview and Scrutiny Committee to take forward a particular piece of work, many Councillors are developing their knowledge in specialist areas. Similar opportunities are available through membership of working parties on major projects, or of our external partnerships.

Opportunities to contribute to the debate on Member Development
The Democratic Renewal Working Party extends an open invitation to any Member to attend and contribute to discussions on Member Development. Member Development updates are reported to full Council through the Portfolio Holder's report, providing a further opportunity for Members to discuss Member Development.

SUPPORT, RESOURCES AND FURTHER INFORMATION

Support for Member Development
The Democratic Renewal Working Party has overall responsibility for the provision of Member Development opportunities at St Edmundsbury, and receives a report at every meeting outlining the current situation with provision of Member Development. Its responsibilities include:

- approving the development sessions which are planned each year;
- monitoring attendance by Members at internal and external sessions;
- suggesting any necessary changes to the Training Needs Analysis questionnaire;
- analysing the results of the annual questionnaire;
- analysing the results of individual development session evaluations;
- monitoring the progress of the actions on the Member Development Action Plan;
- induction planning in election years;
- ensuring the Member Development Policy continues to meet the Council's Corporate Priorities and individual Members' needs;
- working towards achieving the Member Development Charter; and
- monitoring the Member Development budget.

Accessibility
There is equality of opportunity in accessing development opportunities across the Council. Events in the Member Development Programme are an approved duty qualifying for the payment of carers and travel allowances. Additionally, Members are asked to indicate via the Training Needs Analysis whether there is anything else the Council could do that would make training more accessible.

Resources
The Scrutiny Manager is currently the officer responsible for Member Development, and dedicates approximately one day per week to this task.

Additionally, a budget exists for the provision of Member Development activities. In 2010/11 this budget is £8,100 for development sessions, and £2,900 for individual attendance at conferences and external events.

Further information
For further information on Member Development, please contact the Scrutiny Manager on 01284 757613.

Member Development Budgets – 2010/2011

0610 1290 – Training Expenses – budget £8,100

Date	Detail	Cost
19/04/2010	Member Development Charter	2,000.00
30/03/2010	Local Government Association - Culture, Tourism and Sport Conference	360.00
24/05/2010	Media Friendly - Presentation Skills training	890.00
01/06/2010	Ward Walk peer expenses	205.20
23/09/2010	Impact - Getting the most out of your partnerships	439.00
01/12/2010	Module 4 leadership academy fees	220.00
31/12/2010	Catering December	16.30
13/12/2010	Impact - Influencing and negotiating/working with officers	439.00
02/02/2011	Babergh - Licensing training	180.00
15/02/2011	Impact - Handling challenging situations and people	435.00
04/03/2011	Centre for Public Scrutiny Parliamentary Seminar	40.00
10/03/2011	Councillor Quest profile	55.80
Total spend 2010/11		**£5,280.30**

0610 3850 – Conference Expenses – budget £2,900

Date	Detail	Cost
05/11/2010	Psychology of Leadership	275.00
28/05/2010	Travel expenses	202.55
01/06/2010	Local Govt Association - Annual Conference	519.00
25/08/2010	Local Govt Association - Annual Conference accommodation	374.37
25/09/2010	Annual Rural Conference 2010	229.00
01/10/2010	Annual Rural Conference accommodation costs	212.77
09/10/11/2010	Chartered Institute of Housing Annual Conference	314.00
3/4/3/2011	Local Govt Association - Culture, Tourism and Sport Conference	288.00
Total spend 2010/11		**£2,414.69**