

London Borough of Harrow



MEMBER DEVELOPMENT PANEL

WEDNESDAY 23 JULY 2003
6.00 PM

PANEL AGENDA (STANDARDS)

COMMITTEE ROOM 3 HARROW
CIVIC CENTRE

MEMBERSHIP (Quorum 3)

Chair: To be appointed

Councillors:

Ann Groves	Jean Lammiman	Miss Lyne	(none)
Marie-Louise Nolan			

Reserve Members:

1. Lent	1. Myra Michael	1. Branch	(none)
2. Omar	2. Vina Mithani	2. Thornton	
	3. Osborn		

Issued by the Committee Services Section,
Law and Administration Division

Contact: Caroline Hart, Committee Administrator
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***NOTE FOR THOSE ATTENDING THE MEETING:
IF YOU WISH TO DISPOSE OF THIS AGENDA, PLEASE LEAVE IT BEHIND AFTER THE MEETING.
IT WILL BE COLLECTED FOR RECYCLING.***

LONDON BOROUGH OF HARROW

MEMBER DEVELOPMENT PANEL

WEDNESDAY 23 JULY 2003

AGENDA - PART I

1. **Appointment of Chair:**
To appoint a Chair for the Panel for the Municipal Year 2003/2004.
2. **Attendance by Reserve Members:**
To note the attendance at this meeting of any duly appointed Reserve Members.
3. **Declarations of Interest:**
To receive declarations of interest (if any) from Members of the Committee arising from business to be transacted at this meeting.
4. **Arrangement of Agenda:**
To consider whether any of the items listed on the agenda should be considered with the press and public excluded on the grounds that it is thought likely, in view of the nature of the business to be transacted, that there would be disclosure of confidential information in breach of an obligation of confidence or of exempt information as defined in the Local Government (Access to Information) Act 1985.
5. **Appointment of Vice Chair:**
To appoint a Vice Chair for the Panel for the Municipal Year 2003/2004.
- Enc. 6. **Minutes:** (Pages 1 - 4)
That the minutes of the meeting held on 7 November 2002, 16 January, 13 February, 12 March and 15 April 2003, having been circulated, be taken as read and signed as a correct record.

[Note: the minutes of the meeting held on 15 April 2003 have been enclosed]
7. **Matters Arising from the Minutes:**
To note matters arising from the minutes of the meeting held on 15 April 2003, in particular in relation to:

Learn Direct
Members Intranet and Internet Training
Growth Bid and Budget Update
8. **Public Questions:**
To receive questions (if any) from local residents or organisations under the provisions of Committee Procedure Rule 18 (Part 4B of the Constitution).

9. **Petitions:**
To receive petitions (if any) submitted by members of the public/Councillors under the provisions of Committee Procedure Rule 15 (Part 4B of the Constitution).
10. **Deputations:**
To receive deputations (if any) under the provisions of Committee Procedure Rule 16 (Part 4B of the Constitution).
11. **Member Development Activity - May/June 2003:**
Verbal Update by the Training and Development Manager.
12. **Development of Autumn Programme 2003:**
Verbal Update by the Training and Development Manager.
- Enc. 13. **Annual Process for Member Development:** (Pages 5 - 8)
Report of the Executive Director, Organisational Development.
14. **Funding of External Member Development Opportunities:**
To be discussed.
- Enc. 15. **Development of a Leadership Programme:** (Pages 9 - 14)
Report of the Executive Director, Organisational Development.
16. **Date of Next Meeting:**
To be agreed.
17. **Any Other Business:**
Which the Chair has decided is urgent and cannot otherwise be dealt with.

AGENDA - PART II

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STANDARDS

VOL.2 STMD 25

MEMBER DEVELOPMENT PANEL

15 APRIL 2003

Chair: * Councillor Ann Groves

Councillors: * Jean Lammiman * Marie-Louise Nolan
* Miss Lyne

* Denotes Member present

PART I – RECOMMENDATIONS - NIL

PART II – MINUTES

66. **Attendance by Reserve Members: RESOLVED:** To note that there were no Reserve Members in attendance at this meeting.

67. **Declarations of Interest: RESOLVED:** To note that there were no declarations of interest made by Members of the Panel in relation to the business to be transacted at this meeting.

68. **Arrangement of Agenda: RESOLVED:** That all business be considered with the press and public present.

69. **Minutes:** (1) That the minutes of the meeting held on 12 March 2003, having been circulated be taken as read and agreed as a correct record;

(2) that the signing of the minutes of the meeting held on 12 March 2003 be deferred until printed in the next Council Bound Minute Volume.

70. **Matters Arising from the Minutes of the Meeting held on 12 March 2003:**

Media Training for Members (Minute 54): The Chair informed the Panel that her letter to the Harrow Observer had now been circulated to all Members of the Council.

Councillor Directory Updates (Minute 56): A Member, having volunteered to have a flow chart of the new Council structure distributed by her Group Office, informed the Panel that this would be circulated in due course.

Learn Direct Update (Minute 58): The Chair informed the Panel that those Members of the Council wishing to sign up to Learn Direct courses for free should be informed that if they have a laptop, it would need to be adjusted, and that whilst the course itself was free, Members had to pay for call time usage of the internet. A Member enquired whether Members would be entitled to a refund of this cost. It was suggested that if Members dialled into the Harrow Live website and then out to Learn Direct then call costs would be free. However, those not using Council Laptop's would incur charges. The Chair asked that this be clarified and a note be circulated to Councillors clearly stating when Members would and would not be charged. The Training and Development Manager informed the Panel that, as a short-term solution, Members could access resources in the Learning Centre and Group Offices.

RESOLVED: (1) That the Training and Development Manager in consultation with the Head of I.T inform all Members of the Council of details of Internet charging for Learn Direct courses;

(2) that the Training and Development Manager inform the Panel of the numbers of Members who had signed up to Learn Direct Courses

Member Development Questionnaire Results (Minute 60): The Training and Development Manager informed the Panel that Questionnaire results were still coming in but that they did not alter the position reported to the Panel at the last meeting.

Funding of External Member Development Opportunities (Minute 62): The Chair informed the Panel that the recommendation agreed at the last meeting had since been withdrawn. The Chair proposed that the Panel reconsider the recommendation in due course, once full details of the Member Development Budget had been clarified. It was reported that the Chair, having attended a meeting on the Member Development Budget, anticipated that once all allocations had taken place there would be little resources left. The Chair confirmed that there was no more than £20,000 in the Member Development Budget. The Chair expressed regret that the recommendation had been withdrawn but informed the Panel this may only be a temporary measure.

71. **Public Questions, Petitions or Deputations: RESOLVED:** To note that no public questions, petitions or deputations had been received under the provisions of Committee Procedure Rules 18, 15 and 16 (Part 4B of the Constitution) respectively.

[Note: In accordance with Committee Procedure Rules, provision is made for the public questions, petitions and deputations. However, these are not generally matters that arise at meetings of the Member Development Panel].

72. **Members Intranet Training Session Publicity:** The Training and Development Manager reported that this publicity had not yet been circulated but that the format would be as circulated to the Panel. The Chair emphasised that the date of this event would be crucial. The Officer informed the Panel that she had identified a list of possible dates and was coordinating these with other training dates. Suggested dates were 2 June 2003 for the Media Training and the 9 June for the Intranet session. The Chair asked that dates be co-ordinated so that at least one Member of the Panel could attend. The Chair suggested that the Media Training go ahead on the 2 June but that if it was popular, it be repeated.

RESOLVED: (1) That the Training and Development Manager consult the Panel on the dates for future Training sessions,

(2) that the Training and Development manager inform the Panel of the attendance at the Media Training session.

73. **Member Development Draft Training Plan 2003-2004:** The Training and Development Manager informed the Panel that the date for Intranet and the Internet Training was flexible. The Chair informed the Panel that she would be able to attend training on the 9 June. The Panel agreed to monitor demand for these sessions and suggested they be repeated to meet Members schedules and may include daytime meetings.

RESOLVED: That the Intranet and Internet Training session be held on 9 June 2003 starting at 7pm.

74. **Member Development Decision Making, Roles and Responsibilities, Growth Bid and Budget Update:** The Chair informed the Panel that she had recently attended a meeting to clarify the Member Development Budget. This was important as it would affect any future recommendation on funding external courses. She informed the Panel that Officers had now produced a document that clearly defined Officer and Member roles on the Member Development Panel.

The Panel received a verbal update from the Training and Development Manager on the Member Development Process, detailing draft proposals for a training and development cycle throughout the year. The Officer outlined a series of steps in the proposed process: the initial planning stage, approval from the Panel and from Standards, delivery and action throughout the year, and finally the evaluation of the training undertaken.

The Officer informed the Panel that a possible approach to external events would be to require Members to make a business case to relevant Portfolio Holder's. The Member Development Panel would monitor the quality and costs of this. The Chair informed the Panel that this would mean Members could attend outside training if they made a business case. The Chair stated that the new process was in line with CPA action plan and that this was a more pro-active rather than reactive approach to Member Development.

The Training and Development Manager was requested to draft a formal report on the Member Development Cycle for consideration at the next meeting of the Panel.

The Chair informed the Panel that the Planning Department had set aside some money to give training on Development Control. The Chair had asked that department officers liaise with the Training and Development Manager. A Member requested that this training be included as part of Member Development Programme and carry its badge. It was agreed that due to the fact that training would be departmentally owned, it may be distributed separately but if this was the case it would also go into the Member Development Panel update.

RESOLVED: (1) That the Training and Development Manager remind Members of the need to report back on external courses on the next Member Development update;

(2) that the Training and Development Manager give a formal report on the Member Development Cycle at the next Meeting.

(3) that the position be noted.

75. **Date of Next Meeting of the Panel: RESOLVED:** That the next meeting of the Member Development Panel be held on Thursday 10 July 2003 at 6pm.

[Note: The meeting, having commenced at 6.04 pm, closed at 7.05 pm].

(Signed) ANN GROVES
Chair

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Meeting:	Member Development Panel
Date:	23 rd July 2003
Subject:	Annual Process for Member Development
Key decision:	No
Responsible Chief Officer:	Jill Rothwell, Executive Director, Organisational Development
Relevant Portfolio Holder:	Sanjay Dighe
Status:	Part 1
Ward:	Not Applicable
Enclosures:	None

1. **Summary/ Reason for urgency (if applicable)**

1.1 Not applicable

2. **Recommendations (for decision by Standards)**

2.1 **To use process based on an annual cycle for Member development as outlined in Appendix 1 for planning, approving, monitoring and evaluating development for Members**

2.2. **That the Executive Director (Organisational Development) is responsible for developing and co-ordinating a member development programme and for the associated budget**

REASON: To ensure a cost effective co-ordinated approach

3. **Consultation with Ward Councillors**

3.1 Not Applicable

4. **Policy Context (including Relevant Previous Decisions)**

4.1 The Member Development Panel at its meeting on 15th April 2003 requested a report on a systematic approach to planning, approval, monitoring and evaluation of the Council's Member development programme. This report sets out a structured approach

5. **Relevance to Corporate Priorities**

- 5.1 The Comprehensive Performance Assessment Improvement Plan proposes that a lead officer and budget for Member development be established especially focussing on Members' strategic roles and responsibilities

6. **Background Information and options considered**

- 6.1 The 2002-03 member development programme focussed on the basic requirements for new Members as identified by the Members themselves. Individual departments have also organised sessions for Members and progress is being made to avoid clashes of dates of the different activities.

- 6.2 There is a budget for Member development of £20,000. The Member Development Panel considers any Member training which is to be charged to that budget . Some criteria are set for this, but they are not comprehensive, nor widely known by Members and officers.

- 6.3 The Panel has been supported by several officers from Corporate communications, Legal Services, and Personnel Services, with no specific officer responsible for co-ordinating the programme. This has meant that the level of advertising, follow up, record keeping and evaluation has not been as effective as it might be.

- 6.4 The development programme should be developed to encompass Members' 3 key roles:

- a) Councillors representational role. This requires a foundation / induction programme and regular up-dates and individual briefings
- b) The development of specialist knowledge and skills, for example in the scrutiny role or in Planning or Licensing. This requires specialist tailored training and attendance for individuals at external events;
- c) The leadership role, both in the strategic role of the Executive, and Members more generally, taking a led role in multi-agency work and partnerships. This will requires a more advanced programme, building on the initial induction programme. Officers have explored external organisations who could provide this programme and draft proposals for this are being drafted through discussion with INLOGOV

6.5 **The annual cycle and roles within it**

The proposed cycle of development and associated responsibilities are outlined as Appendix 1. It is proposed that the Executive Director (Organisational Development) have responsibility for the co-ordination of the Member Development Programme

6.6 **Member Development Budget**

The MDP has previously decided that the Member Development budget should be spent on development activities which benefit all Members. They have indicated their view that training and development specific to a service should be paid for by that service. A decision needs to be reached on access to the Member development budget for individual members in specialist roles which are not specific to one service. – for example issues relevant to Cabinet members or scrutiny. A structured annual cycle as outlined in Appendix 1 would enable individual Members to be funded for external events with the agreement of the relevant portfolio holder. Members would apply for funding

from the corporate fund and outline how the learning might be shared more broadly on completion of the activity

- 6.7 The Member development budget is not large, particularly if it is to be used to pay for external courses and associated expenses for individual Members. As the programme is co-ordinated by the Organisational Development Department, control of the budget would be more easily exercised if the budget was the responsibility of the Executive Director (Organisational Development). A contingency may need to be reserved for urgent priorities in relation to development which may emerge in the latter part of the year

7. **Consultation**

- 7.1 None

8. **Finance Observations**

- 8.1 The proposals contained in this report can be contained within the current budget for Member Development which is £20,200 for 2003-04 an increase of £10,000 over 2002-03.

9. **Legal Observations**

- 9.1 No legal comment

10. **Conclusion**

- 10.1 A more systematic approach, widely publicised to both Members and officers would ensure a cost effective development programme for Members, providing internal and external opportunities for both individual members and members as a whole.

11. **Background Papers**

- 11.1 Minutes of the Member Development Panel of 15th April 2003

12. **Author**

- 12.1 Maggie Rees, Training and Development Manager

Appendix 1
Annual Cycle, Roles and Responsibilities – Member Development

DEC - FEB	IDENTIFY ORGANISATIONAL PRIORITIES FOR MEMBER DEVELOPMENT (Cabinet)	IDENTIFY ISSUES FOR MEMBER DEVELOPMENT (CMT)	RESEARCH EXTERNAL DEVELOPMENT OPPORTUNITES (OD)	EVALUATE PROGRAMME AND RESEARCH MEMBERS NEEDS (MDP)
	↓	↓	↓	↓
MARCH	DRAFT PROGRAMME (OD)			
	↓	↓		
APRIL	CORPORATE MANAGEMENT TEAM (What can be resourced)	MEMBER DEVELOPMENT PANEL (Approval)		
APRIL	REPORT TO STANDARDS & CABINET (evaluation & approval)			
MAY	ADVERTISE INTERNAL PROGRAMME (OD)			
MAY - SEP	Internal Corporate programme MDP - Provide programme & monitor quality and costs	External Corporate events Portfolio holders approve funding MDP - Monitor quality and costs	Internal departmental programme Departmental managers (co-ordinate with OD)	External departmental events Portfolio holders approve funding
SEP	↓	↓	EVALUATE & REVISE ESTIMATES	
OCT - DEC	Internal Corporate programme MDP - Provide programme & monitor quality and costs	External Corporate events Portfolio holders approve funding MDP - Monitor quality and costs	Internal departmental programme Departmental managers (co-ordinate with OD)	External departmental events Portfolio holders approve funding
JAN	↓	↓	↓	↓
	RESTART CYCLE			
				↗

Meeting:	Member Development Panel
Date:	23 rd July 2003
Subject:	Development of a leadership programme
Key decision:	No
Responsible Chief Officer:	Jill Rothwell, Executive Director, Organisational Development
Relevant Portfolio Holder:	Sanjay Dighe
Status:	Part 1
Ward:	Not Applicable
Enclosures:	None

1. **Summary/ Reason for urgency (if applicable)**

1.1 Not applicable

2. **Recommendations (for decision by Standards)**

2.2. **To note the progress towards the development of a leadership programme for Members**

REASON: The programme will have implications for the member Development Budget

3. **Consultation with Ward Councillors**

3.1 Not Applicable

4. **Policy Context (including Relevant Previous Decisions)**

4.1 The Peer Review and the Comprehensive Performance Assessment undertaken in May 2003 identified the need to develop the leadership capacity at Officer and member level. This report sets out a draft programme for Members

5. **Relevance to Corporate Priorities**

5.1 The Comprehensive Performance Assessment Improvement Plan proposes that the Member development programme drive change, focussing especially on members' strategic roles and responsibilities.

6. **Background Information and options considered**

6.1 The initial implementation plan identified the Local Government Information Unit as a possible provider of a leadership development programme for Harrow's Members. Further research identified the University of Birmingham as more able to provide a tailored programme.

6.2 The Chief Executive and Training and Development Manager have had an initial meeting with Steve Rogers, a senior lecturer at the University and an initial draft has been developed for further consideration. See Appendix 1.

6.3 Following the Member Development Panel, further discussions will take place with the University of Birmingham to ensure the programme developed meets Harrow Members needs.

6.4 If adopted the programme will cost £3000 - £4500, which is in line with costs for similar programmes from other organisations

7. **Consultation**

7.1 None

8. **Finance Observations**

8.1 The proposals contained in this report can be contained within the current budget for Member Development which is £20,200 for 2003-04

9. **Legal Observations**

9.1 No legal comments

10. **Conclusion**

10.1 The initial proposals from INLOGOV meet the requirements flowing from the CPA action plan.

11. **Background Papers**

11.1 Peer review report, CPA report and CPA implementation plan

12. **Author**

12.1 Maggie Rees, Training and Development Manager

London Borough of Harrow.

**A proposal for 2 Elected Member Development Workshops
Autumn 2003.**

Introduction

Following an initial discussion between Joyce Markham and Maggie Rees of the Borough Council and Steve Rogers of INLOGOV, we have pleasure in submitting the following proposals for two 3-hour workshops which will be open to all elected members of the London Borough of Harrow. We anticipate that, if the workshops are successful, there will be subsequent discussions on the possibility of our providing a more extensive programme such as our ADLoG programme.

Design and Style of the Workshops

Both workshops will be designed so that there is an appropriate balance between informing and challenging participants on the one hand and, on the other, providing them with opportunities to carry out their own analysis of the topic(s) and form their own conclusions. In designing the inputs to each workshop it is also important to ensure that there is a balance of input between ourselves (to provide contextual understanding and challenge) and senior officers and /or elected members of the authority (to provide up-to-date local knowledge and interpretation). We will therefore be asking for specific short inputs from relevant senior officers and/or elected members.

Duration, Timing and Location.

We have planned for each workshop to run from 4pm to 7pm to suit the needs of the participants. Should this not prove suitable we can shift the precise timing to their needs but we suggest that the 3-hour length be retained. We also suggest that the authority provide suitable refreshments before and during the workshops.

We have assumed that the workshops will take place on mutually convenient dates during the autumn 2003. The fees specified in this proposal will apply for the workshops to be held up to 31st December 2003.

We understand that the workshops will be held in the Committee Suite and, having inspected these we are satisfied that they are sufficiently flexible to be suitable to learning events such as these.

Workshop 1

Developing a Strategic Approach to Community Governance

Objectives.

1. To provide participants with an understanding of the developments that are taking place in local government with regard to both partnership working and community engagement.
2. To evaluate the developments in partnership working that the Borough Council has achieved and to identify where improvements need to be made in the future.
3. To identify the key skills that are required of elected members for effective partnership working in different contexts.

4. To evaluate the developments that have occurred in developing relationships and engaging communities at the neighbourhood, area and borough-wide level – and, where appropriate to wider communities in West London.
5. To identify the key skills that are required of elected members in order to improve the Borough Council's capacity for Community Governance.

Overview of the Programme

The terms 'community governance' and 'community leadership' have become increasingly used to reflect those aspects of the role of local authorities that involve partnership working on the one hand and community relationships, engagement and consultation on the other.

'Partnership' has become commonplace and it is likely that the Borough Council has significantly increased its capacity to work in this way. But it is also likely that, as the form of partnerships change (for example the recent re-launch of the Local Strategic Partnership), so the need for new capacities and skills arise. Also, the strategic partnership agenda has not always developed in a way that makes clear what the contribution of elected members should be.

Community engagement is also a field in which it is likely that the Borough Council has made significant developments. But new needs, expectations and opportunities are likely to constantly arise – particularly in a borough such as Harrow with its extremely diverse communities. Communities cannot be engaged at just one level – nor is it possible to completely separate political engagement from the arrangements for service management and delivery. The Workshop will therefore examine this topic from a neighbourhood, area, borough-wide – and even West London - perspective

The Workshop will be led and facilitated by Steve Rogers, senior lecturer at the Institute of Local Government. Steve has been involved in the development of the concept of 'community leadership' since it was first introduced in the mid 1990's. He has carried out research, consultancy and training on various aspects of the topic for local authorities, their partner organisations and for the Government, LGA and IdeA.

Workshop 2 Developing Leadership Capacity after the CPA.

Objectives.

1. To provide participants with an opportunity to undertake an initial review of what the Council needs to do to develop its leadership capacity to build on the strengths and overcome the weaknesses identified in the CPA.
2. To develop participants' understanding of the concepts and practices of 'leadership' in modern local government.
3. To enable participants to identify the implications of their review (see (1) above) for both cabinet and non-cabinet members and for senior officers.

Overview of the Programme.

The leadership needs of local government today can only be assessed by examining the changing context within which local authorities have to work. Thus, for example, the developing regional agenda, the emergence of LSPs and other forms of partnership, changing Government policy agendas, Best Value and the CPA and the emergence of the concept of 'community leadership' - all these have implications for leadership styles and skills. Indeed it may be argued that the most fundamental requirement for 'leadership capacity' is the ability to provide leadership in all these different contexts – as well as within the local authority itself.

'Leadership' is also a changing concept. Woven into the CPA process are a number of ideas and expectations with regard to good leadership. But ideas about leadership are also developing in other arenas – in Universities, the private sector and in other parts of the public sector. To develop leadership capacity requires an understanding of these different ideas and approaches to leadership.

Finally there is the question of how to identify and respond to the leadership skills and development needs that are needed in an organisation such as the London Borough of Harrow.

So, in this Workshop we will explore in a participative way:

1. The changing contexts for leadership.
2. How the London Borough of Harrow is responding to those changes and what issues for leadership capacity are arising.
3. Changing ideas about what constitutes 'good leadership'.
4. What leadership needs exist in the Borough for elected members and senior officers – including ideas for how they might be met

The Workshop will be led and facilitated by Steve Rogers, senior lecturer at the Institute of Local Government. Steve has, for many years, been associated with the development of performance management in local government. This has included consideration not only of the systems, procedures and organisational arrangements needed but also the leadership capacities and skills needed for local authorities to be effective organisations.

We are providing the option of also involving Professor Sir Michael Lyons, the Director of Inlogov and former Chief Executive of the City of Birmingham (See below – fees and expenses)

Fees and Expenses

The fee for each seminar will £1500. This fee includes all preparatory work and visits, the provision of workshop materials for all participants and the presentation and facilitation of the workshop. The fee is based on the assumption that a senior member of staff, Steve Rogers, will carry out the above activities.

Travel and any subsistence expenses incurred in planning and delivering the workshop will be charged at cost.

For the second Workshop we are offering the option of Sir Michael Lyons being involved in its delivery. If this option is chosen there will be an additional fee of £1000 (to be confirmed).

Conclusion

If you would like to discuss any aspect of this proposal please do not hesitate to contact me.

Steve Rogers
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