



MEMBER DEVELOPMENT PANEL

WEDNESDAY 2 JULY 2008

7.30 PM

PANEL AGENDA (STANDARDS)

**COMMITTEE ROOM 6,
HARROW CIVIC CENTRE**

MEMBERSHIP (Quorum 3)

Chair: Councillor Jean Lammiman

Councillors:

Paul Osborn

**B E Gate
Phillip O'Dell**

Reserve Members:

**1. Mrs Myra Michael
2. Mrs Vina Mithani**

**1. Keeki Thammaiah
2. David Perry**

**Issued by the Democratic Services Section,
Legal and Governance Services Department**

**Contact: Damian Markland, Democratic Services Officer
Tel: 020 8424 1785 E-mail: damian.markland@harrow.gov.uk**

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.**

HARROW COUNCIL

MEMBER DEVELOPMENT PANEL

WEDNESDAY 2 JULY 2008

AGENDA - PART I

1. **Attendance by Reserve Members:**

To note the attendance at this meeting of any duly appointed Reserve Members.

Reserve Members may attend meetings:-

- (i) to take the place of an ordinary Member for whom they are a reserve;
- (ii) where the ordinary Member will be absent for the whole of the meeting; and
- (iii) the meeting notes at the start of the meeting at the item 'Reserves' that the Reserve Member is or will be attending as a reserve;
- (iv) if a Reserve Member whose intention to attend has been noted arrives after the commencement of the meeting, then that Reserve Member can only act as a Member from the start of the next item of business on the agenda after his/her arrival.

2. **Declarations of Interest:**

To receive declarations of personal or prejudicial interests, arising from business to be transacted at this meeting, from:

- (a) all Members of the Committee, Sub Committee, Panel or Forum;
- (b) all other Members present in any part of the room or chamber.

3. **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 Part 1 of Schedule 12A to the Local Government Act 1972.

Enc. 4. **Minutes:** (Pages 1 - 4)

That the minutes of the meeting held on 15 April 2008 be taken as read and signed as a correct record.

5. **Public Questions:**

To receive questions (if any) from local residents or organisations under the provisions of Committee Procedure Rule 19 (Part 4B of the Constitution).

6. **Petitions:**

To receive petitions (if any) submitted by members of the public/Councillors under the provisions of Committee Procedure Rule 16 (Part 4B of the Constitution).

7. **Deputations:**
To receive deputations (if any) under the provisions of Committee Procedure Rule 17 (Part 4B of the Constitution).
8. **Update on Roffey Park Institute Pilot Coaching Programme:**
Verbal update.
9. **Update on Member Development since last meeting:**
Verbal update.
10. **Draft Training Needs Analysis Questionnaire:**
Verbal update.
- Enc. 11. **Member Development Programme:** (Pages 5 - 10)
Report of the Director of People, Performance and Policy.
12. **Proposals for Adoption of IDeA Member Development Charter:**
Verbal update.
13. **Induction Programme - Updating for 2010:**
Verbal update.
14. **Any Other Urgent Business:**
Which cannot otherwise be dealt with.

AGENDA - PART II - Nil

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MEMBER DEVELOPMENT PANEL

15 APRIL 2008

Chairman: * Councillor Jean Lammiman

Councillors: * B E Gate * Paul Osborn
Phillip O'Dell

* Denotes Member present

PART I - RECOMMENDATIONS - NIL

PART II - MINUTES

55. **Attendance by Reserve Members:**

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

56. **Declarations of Interest:**

RESOLVED: To note that there were no declarations of interests made by Members in relation to the business transacted at this meeting.

57. **Arrangement of Agenda:**

RESOLVED: That all items be considered with the press and public present.

58. **Minutes:**

RESOLVED: That the minutes of the meeting held on 6 February 2008 be deferred until printed in the next Council Bound Minute Volume.

59. **Public Questions:**

RESOLVED: To note that no public questions were put at the meeting under the provisions of Committee Procedure Rule 19.

60. **Petitions:**

RESOLVED: To note that no petitions were received at the meeting under the provisions of Committee Procedure Rule 16.

61. **Deputations:**

RESOLVED: To note that no deputations were received at the meeting under the provisions of Committee Procedure Rule 17.

62. **Member Development Programme:**

The Panel received the report of the Interim Divisional Director of Human Resources and Development, which reviewed the progress of the 2007-2008 programmes and set out the proposals for the member development programme for the remainder of 2008 for elected Members:

Finance and Disability Training

The Interim Divisional Director of Human Resources and Development reported that Finance training held during March was well attended and that the Members had given a positive evaluation of the session. It was noted that when Finance training was initially run attendance was low, but since training had become mandatory the session had seen a greater turnout. The Chairman added that mandatory Disability training had also seen a good turnout and queried the possibility of the session being run again. It was noted that with the possibility of new Cabinet members being appointed in May it would be prudent to run the finance training again in early May, whilst also extending the opportunity to Members of Scrutiny and Call-in Committees, and any other Members who wished to attend. The Chairman suggested that such training be worded as a 'request that is a statutory requirement to fulfill statutory duties'.

Quarterly Briefings

The Interim Divisional Director of Human Resources and Development reported that the most recent briefing was well attended and had led to a good debate. He further stated that the presentations on Arts Culture, Culture and Media, Sports, and an

update on Law, had been well received, with some topics provoking engaging discussions.

Project Management Training

A Member queried the possibility of Project Management Training being arranged for Cabinet Members, and complimented the quality of the training he had received from the Roffey Park Institute. He further added that such training would be especially useful for Members to enable them to ask suitable questions relating to major projects. The Chairman suggested that such training should be offered to all Councillors and requested that an evaluation of the data from the Roffey Park Institute be investigated. The Chairman further suggested that training could be provided 'in-house' should it prove to be more cost effective.

Media Training Workshops

The Interim Divisional Director of Human Resources and Development reported that the response to the workshops from Members was very positive, with some having implemented their skills. A Member suggested that such training might be provided under the contract with Westminster and it was requested that the Interim Divisional Director of Human Resources and Development investigate the possibility. The Chairman suggested that more training may be needed for Members on how best to represent the administration as a whole rather than just their political parties. The Chairman added that in addition to the workshops, new methods of training should be evaluated.

Action Learning Events

The Interim Divisional Director of Human Resources and Development reported on a shortlist of speakers under consideration for the next event taking place in September. He suggested that a representative of the Ombudsman and a speaker on Scrutiny and Councillors' Call for Action be considered for discussion on management, dealing with complaints, and performance indicators. The Chairman agreed that although such speakers would be valuable, she would favour a speaker who would provoke discussion more than just provide an 'inside track' to knowledge.

Member Coaching Programme

The Interim Divisional Director of Human Resources and Development reported that he was still in the process of receiving feedback from the Roffey Park Institute and would therefore report back to the next Member Development meeting. He added that the Panel must now set the framework of how to go forward, and that a strategy that fitted within the IDEA Skills Framework should also be considered. The Chairman added that she would like to see the framework as soon as possible. She reported that some Members had expressed some difficulty in dealing with some elements of the coaching and that a 'helpline' would be valuable. The Chairman expressed disappointment that Symmetry's 'front-end' was not very customer focused.

E-Learning

The Interim Divisional Director of Human Resources and Development reported that although all Members had access to E-Learning very few Members had made use of the facility. A Member suggested that separate training issues were needed for London Councillors and that sections not relevant to Members would have discouraged them from participating in E-Learning. The Chairman commented that E-Learning was yet to 'stand out' as a project and that it might benefit from an official launch. The Chairman further added that E-Learning on subjects could be used to bring Members up to the required level before traditional training sessions took place. It was suggested that the possibility of E-Learning taking place in the Members' Library be investigated.

Scrutiny Member Development

The Chairman reported that the programme looked promising and appeared to be running smoothly.

LGiU Manifesto Supporting Councillors

The Interim Divisional Director of Human Resources and Development reported on the LGiU Manifesto and the option for Members of the Council to sign up and implement their twelve action points. Although Members of the Panel expressed their concerns that certain points could be open to misinterpretation, the Chairman explained that signing up to such a manifesto would not commit the Council to anything problematic. It was agreed to recommend to Council the support of the manifesto.

RESOLVED: That the report be noted.

63. **Protocol for Councillors' Website:**

The Chairman suggested that if people had concerns with blogs set up by Councillors then the protocol would have to be supported. She added that Members needed to be aware of their impact and exposure. A Member replied that there did not appear to be a substantial demand for blogs amongst the Councillors. The Chairman added that the Panel should recognise that Standards Committee had made the request for support, but that as blogs were low on the list of priorities the protocol would be more relevant for consideration in a year or two's time.

RESOLVED: That the report be noted.

64. **Any Other Business of Importance to be referred to the Chairman:****New Members Induction**

The Interim Divisional Director of Human Resources and Development reported that training for Councillor Akhtar had taken place and that Councillor James was starting the programme. The Chairman requested that feedback and evaluation be given to the Panel at the next Member Development Meeting.

Member Development Charter

The Chairman requested that the framework for the updated Member Development Charter be developed with a view to renewing and signing it in six months' time. The Chairman added that this was particularly important so that statutory issues would be covered.

Member Request for Training

The Interim Divisional Director of Human Resources and Development reported that a Member had made a request for individual training with the LGiU for Case Management Training. He queried whether this could be extended to all Members and might be run 'in-house'. A Member added that the tracking of casework management could be difficult and that there could be benefit in requesting training. The Chairman responded that whilst there could be no provision for individual needs, Member Development would take on board the individual's needs. The Chairman added that training for Members as a collective could be paid for by common resources if it was displayed there was a common need. Interim Divisional Director of Human Resources and Development confirmed that he would canvas the views and interest of the Members, so that such future training needs could be built into the Member Development Programme, and that he would research the potential costs for running such a course for the consideration by the Panel in May.

(Note: The meeting having commenced at 7.34 pm, closed at 9.10 pm)

(Signed) COUNCILLOR JEAN LAMMIMAN
Chairman

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Meeting:	Member Development Panel
Date:	2 nd July 2008
Subject:	Member Development Programme
Key Decision: (Executive-side only)	No
Responsible Officer:	Jon Turner, Interim Divisional Director, Human Resources and Development
Portfolio Holder:	Councillor Paul Osborne - Portfolio Holder for Performance, Communication and Corporate Services
Exempt:	No
Enclosures:	None

Section 1 – Summary and Recommendations

This report reviews the progress of the 2008 programme and sets out the proposals for the member development programme for the remainder of 2008 for elected members. It includes an update since the member Development Panel on the 15th April 2008.

RECOMMENDATIONS:

The Panel is requested to:
Note the progress of the 2008/09 programme.

REASON: The programme is designed to meet the learning and development needs of elected members in the light of the Comprehensive Performance Assessment and Joint Assessment Review feedback, as part of the Council's improvement plan and performance development.

Section 2 – Report

1. 2008/09 Member Development Plan

The Member Development Strategy and programme is key to achieving the Council's vision and corporate priorities. It aims to build capacity in community leadership, and in leading service improvement. Following an update at the Member Development Panel on 15th April 2008, the five-strand member development programme is on-going and includes the following:

- **Mandatory Training sessions-** to provide members with the awareness and skills to carry out specific statutory duties.
- **Quarterly Briefing sessions-** to provide an opportunity for members and officers to discuss current local issues across the council, the borough and local government. These sessions offer the chance to develop new member/officer relationships and signpost members to further information and support.
- **E-learning modules**
This modern councillor package has been developed by learning pool as support for councillors in their role. There are 20 modules that can be completed electronically by members to offer guidance and answer any questions.
- **1:1 Coaching Sessions**
1:1 coaching sessions in order to identify individual training needs.
- **Action Learning Events** to be scheduled every four months to cover key development needs related to performance, service planning and service delivery.

2. Progress to Date

The following events have taken place since April 2008.

Mandatory Training		
Date	Module	No. Of Attendees
17 th June	Disability Equality Duty	8
Quarterly Briefings		
Date	Agenda	No. Of Attendees
11 th June	<ul style="list-style-type: none"> • Update on changes in legislation • Harrow Music Service • Local Area Agreement 	18
	<ul style="list-style-type: none"> • Roffey Park Institute Cultural Change workshop: the session aimed to engage members in the plans for developing new values to achieve a number of key improvements 	12

3. Review of Member Development Activities

Code of conduct training session

A training session was scheduled in June 2008 to update Members on the new Local Government Act and has been re-scheduled for September/October 2008.

Disability Equality Duty training session

This training event was very well received by the 8 councillors that attended on 17th June. Those that were unable to attend expressed their apologies and asked for the opportunity to attend another session. This duty is required by statute to be considered before many decisions are made by the council. There is commitment for all Members to be informed of this important duty and a further session is being scheduled for September 2008.

Members quarterly briefing

The third quarterly briefing of 2008 is scheduled for 24th September 2008. Agenda is TBC.

Action learning events

A programme is being planned to include a half day session by a local Ombudsman on dealing with cases.

Member Coaching Programme

Progress on this was outlined in the last report. Since the programme ended in March 2008, Roffey Park have produced an evaluation report. In addition the Learning and Development and HRD Strategy team have undertaken a survey independently to gain feedback from participating councillors. This is subject to a separate agenda item.

All participants found the Evaluation Framework useful in terms of the self-assessment questionnaires but there were mixed views on the relevance of the individual feedback reports and Individual Development Plans. All councillors found the 1:1 coaching sessions sufficient in terms of time provided and reported that the sessions were either useful or very useful.

Themes for development identified by Roffey Park in their evaluation report included:

- Public speaking / presentation skills
- Personal organisation and prioritising workloads
- Understanding the bigger picture
- Communication within the community

Overall, the evaluation showed that coaching had made members more aware of neglected areas, provided areas for improvement and more understanding of where to focus energy as a council member.

E-Learning Programme

Since the launch of the e-learning service in December 2007, all Councillors have had access as registered users to a range of online courses including IT, Community Leadership and Media Training. A very small number of members have accessed the programme. Further publicity and briefings are planned to further engage members with the service which is available until December 2008.

Scrutiny Member Development Programme 2007/2008

These sessions aimed to reinforce the fundamental principles of scrutiny in Harrow, inform members about the changes in scrutiny and the rationale behind this. They also engage members in exploring ways to take the new look scrutiny forward including issues around work programming. The sessions were well received and sparked open discussions following the scrutiny reconfiguration, facilitated by group work exercises. About half of the member core attended one of these sessions.

Scrutiny subject-specific briefings aimed primarily at all scrutiny councillors and co-optees were detailed in the last report. These briefings and training sessions were more specialised than the generic scrutiny session. The performance and finance session looked to develop some of the key knowledge and skills needed for the new scrutiny sub-committee. The briefing sessions provided an outline of key issues relating to the subject area (local and national policy developments) and sought to develop members' understanding of how the new scrutiny structure could facilitate scrutiny of these policy areas.

Evaluation of the sessions highlighted how valuable members found these sessions with a call for future briefings on subject areas that are relevant.

London Scrutiny Network learning events in 2008, open to all scrutiny councillors:

- 20 June – Joint authority scrutiny (LB Havering)
- September (date tbc) – Scrutiny of performance management (LB Lambeth)
- November (date tbc) – Scrutinising partnerships (LB Tower Hamlets)

Supporting Councillors: IDeA Members Charter

This charter has been developed by the Local Government Improvement and Development Agency and consists of a self-assessment framework to support the quality and breadth of member development. Further information will be tabled at the panel meeting including recommendations for consideration by panel members.

Plans for the full member development programme from September 2008 – April 2009 are being finalised at the time of this report and will be available for distribution to all councillors before the summer recess.

Events already planned are outlined in the table below.

Activity and target audience	Provider	Dates	Cost	Aims
Mandatory training		All members in the target audience are required to attend this training		
HR refresher R&S /D&G HR panel members	Internal Lesley Clarke	TBC	Officer time and admin costs	To ensure panel members are up to date with relevant legislation and practice
Planning – refresher Planning committee members and subs	Internal Officer TBC	TBC	Officer time and admin costs	To ensure committee members are up to date with relevant legislation and practice
Licensing - refresher	External Consultant Link Officer;; Shankar Shivashankar	21 st July	Officer time, admin costs and £300 fee for trainer	To ensure committee members are up to date with relevant legislation and practice
Other learning events		All members are encouraged to attend these sessions		
Scrutiny awayday Scrutiny lead members and vice chairs	Internal Lynne McAdam	2 nd April	Officer time and admin costs	To ensure members are able to adapt to the new role effectively
Members quarterly briefings		These events are informal, open to all members and designed to enable members to dip in and out of the session as they wish to		
3 rd Quarter	TBC	24/9/08		
4 th Quarter	TBC	10/12/08		
Modern councillors e-learning programme		Short, engaging e-learning modules, lasting around 30 minutes each which members can dip in and out of.		
Publicity campaign highlighting the e-learning package				
Action learning events				
All members	TBC	September	External speaker	

Financial Implications

The costs for this programme will be contained within the departments approved budget for 2008-9.

Section 3 - Statutory Officer Clearance

Name: Sheela Thakrar	<input checked="" type="checkbox"/>	On behalf of the Chief Financial Officer
Date: 23/06/08		
Name: Helen White	<input checked="" type="checkbox"/>	On behalf of the Monitoring Officer
Date: 23/06/08		