



MEMBER DEVELOPMENT PANEL

THURSDAY 6 NOVEMBER 2008

7.30 PM

PANEL AGENDA (STANDARDS)

**COMMITTEE ROOM 3,
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

THURSDAY 6 NOVEMBER 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 4 September 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).

Enc. 8. **Member Development Programme Update:** (Pages 5 - 8)
Report of the Divisional Director of Human Resources and Development.

Enc. 9. **INFORMATION REPORT - Member Development Charter Draft Action Plan:** (Pages 9 - 30)
Report of the Divisional Director of Human Resources and Development.

10. **Any Other Urgent Business:**
Which cannot otherwise be dealt with.

AGENDA - PART II - Nil

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MEMBER DEVELOPMENT PANEL

4 SEPTEMBER 2008

Chairman: * Councillor Jean Lammiman

Councillors: * Phillip O'Dell * David Perry (2)
* Paul Osborn

* Denotes Member present
(2) Denotes category of Reserve Member

[Note: Councillor Eileen Kinnear attended this meeting to speak on minute item 84].

PART I - RECOMMENDATIONS - NIL

PART II - MINUTES

79. **Attendance by Reserve Members:**

RESOLVED: To note the attendance at this meeting of the following duly appointed Reserve Member:-

<u>Ordinary Member</u>	<u>Reserve Member</u>
Councillor Brian Gate	Councillor David Perry

80. **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.

81. **Arrangement of Agenda:**

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

82. **Minutes:**

RESOLVED: That the minutes of the meeting held on 2 July 2008 be deferred until printed in the next Council Bound Minute Volume.

83. **Public Questions, Petitions and Deputations:**

RESOLVED: To note that no public questions were put, or petitions or deputations received at this meeting under the provisions of Committee Procedure Rules 19, 16 and 17 respectively.

84. **Member Development Programme Update:**

The Panel received a report of the Divisional Director of Human Resources and Development, which reviewed the progress of the 2008 Member Development Programme and set out plans for the implementation of a full programme for 2008/2009, in line with the Council's Improvement Programme.

Forthcoming Training

The Learning and Development Service Manager reported that, due to the holiday period, only one training session had been run for Members. The training session had provided Members with a refresher on the main principles of the Licensing Act 2005, relevant legislation and practice. The officer reported that the training had been well received.

A Member commented that another councillor had been given specialist training on charring scrutiny committees. The Chairman informed the Panel that this training was available to all members of Scrutiny, although it was not necessarily offered automatically. The Learning and Development Service Manager commented that, due to the positive feedback received in regards to the Charing Scrutiny course, a further one day course organised by INLOGOV had been arranged and would take place on 23 July 2009.

The Learning and Development Service Manager detailed the mandatory training available for Members. In particular, he reported that:

- the external session 'Dealing with Casework Effectively' had been made available at a reduced cost to the Council and would provide training for up to 12 Members;
- the 'Time Management' session had been made available following the Roffey Park Coaching Feedback and aimed to help Members identify ways of balancing conflicting priorities;
- the quarterly briefing scheduled for 24 September 2008 would give further consideration to Local Area Agreements (LAA). This would not be a repeat of previous training, but would provide new updates and information.

The Learning and Development Service Manager reported that the content of the quarterly briefing scheduled for 10 December 2008 had not yet been finalised but that a session led by the Harrow Association of Voluntary Service (HAVS) was being considered. The Divisional Director of Human Resources and Development commented that they were keen to involve HAVS when there was space available. The Chairman noted that HAVS were to be represented at an earlier quarterly briefing and stated that the Council should try and reduce repetition by focusing on different key areas. A Member suggested that Local Government Finance Training might be more beneficial. He noted that, though a session was scheduled for 23 February 2009, it would be useful to have it earlier as the process of deciding the annual budget for the municipal year 2009/2010 was commencing in January. The Chairman and other Members agreed that this training should be brought forward.

Modern Councillors e-Learning Programme

The Learning and Development Service Manager explained that the Modern Councillor e-Learning Programme was being introduced to allow Members to study at their own convenience, dip in and out of courses as required and revisit courses to refresh themselves, as necessary. He reported that a taster session on the Modern Councillor e-Learning package had been scheduled for 3 November 2008 to showcase the available material.

The Chairman suggested that the Members' Library be adapted so that it could become a "learning centre". She and other Members noted that the library was not used efficiently and that, by utilising the new e-learning technology, it could be transformed into a valuable central learning resource. Following a discussion, Members recommended that, as a method of re-launching the library, some aspect of the e-learning taster be held there. To facilitate this, Councillor Osborne stated that he would check to see whether the computers in the Members' Library had internet connectivity.

Action Learning Events

The Learning and Development Service Manager reported that the provision of Action Learning Events for Members would continue. These events utilised high profile speakers to promote discussion and debate concerning key development needs related to performance, service planning and service delivery. The Chairman stated that the events were very useful but, due to the reliance on external speakers, prone to cancellation. She requested that every effort be made to ensure that future Action Learning Events went ahead as planned and suggested that reserve speakers be made available to ensure that these opportunities were not wasted. Other members agreed that these events were highly beneficial and that the Council should strive to secure high quality speakers to discuss important and challenging issues.

Member Development Brochure

The Learning and Development Service Manager reported that plans were being implemented to launch the 2008/2009 Professional Development Brochure for Members. He explained that the purpose of the brochure was to formalise existing development initiatives and provide Members with a comprehensive overview of available training. The brochure was to be made available both in print and electronically on the Council's intranet. To compliment the document, updates regarding training would be provided via e-mail and mail shots.

Following a discussion and questions from Members, the Learning and Development Service Manager stated that:

- courses detailed in the brochure would be colour-coded to provide further information regarding the session, including whether the course was fee-based;

- all courses in the brochure were detailed on the corporate calendar. The Divisional Director Human Resources and Development would speak to Democratic Services to see whether these dates could also be included on the committee calendar;
- a course registration form would be included within the brochure so that Members could apply for both internally and externally run courses.

The Chairman suggested that, as some courses carried cost implications, Members should be encouraged to provide feedback and share information with other councillors. Another Member of the Panel felt that the brochure should make it clear that external courses could be funded, provided that they were relevant.

The Learning and Development Service Manager reported that, in addition to providing details of available training, the brochure would also include a learning log that Members could use to record their professional development. The log was intended to be anonymous and could be submitted to the Member Development Team to help identify training needs.

Council Values

The Divisional Director of Human Resources and Development informed the Panel that a report was being submitted to Cabinet on 18 September 2008 recommending the adoption of a set of council values designed to establish the foundation for cultural change. The officer explained that the values had been developed, in part, based upon the work of the Roffey Park Institute and that, if Cabinet agreed to the report's recommendations, the values would be used to develop a behavioural framework for the Council. The values, collectively known as CREATE, were as follows:

- **Customer First**
- **Respect**
- **Engaged Communication**
- **Actively 'One Council'**
- **Taking responsibility**
- **Energise and Improve**

The Chairman requested that information regarding the new value system be included in the brochure, provided that it did not delay its publication. The Divisional Director of Human Resources and Development stated that he would aim to include a summary on the overview page.

Coaching

The Learning and Development Service Manager informed the Panel that, following the review meeting held with Roffey Park on 9 July 2008, coaching was going to be made available to all Members. The programme would be phased in for all elected Members commencing in late October or early November 2008. Initially there would be availability for 15 councillors, with two further opportunities for 15 Members being made available in January and March of 2009. The Learning and Development Service Manager stated that he was confident that there was enough capacity to cope with demand and that no Members would be prevented from taking part. The Chairman added that it was important that interested Members did not miss out on coaching and that the opportunity be promoted as much as possible.

RESOLVED: That the report be noted.

85. Membership Development Charter Action Plan:

The Panel received a report of the Divisional Director of Human Resources and Development detailing the principles of the Member Development Charter, a framework designed to help councils develop and support their elected Members. The Learning and Development Service Manager explained that the attached self-assessment template was designed to help the Council meet the charter's principles and that its compliance would eventually be assessed externally by the Improvement and Development Agency (IDeA). The officer commented that, due to their unique role, Councillors were not covered by the Investors in People framework and, as such, the Member Development Charter was an important addition.

The Learning and Development Service Manager explained that the self-assessment template acted as a checklist and was concerned with the following five key areas:

- commitment to member development
- strategic approach to member development
- Member learning and development plan in place

- learning and development that is effective in building capacity
- elected Member Development promotes work life balance and citizenship

The officer stated that the Council was currently complying with most aspects of the charter, but that it needed to focus on formalising and documenting certain processes to ensure that they could provide the IDeA with evidence.

Speaking in relation to section 4.3 of the template that stated that the Council should evaluate the benefits and impacts of training, the Chairman suggested that the learning log included in the Member Development Brochure be used to monitor this. A Member commented that Members should also use the learning log to identify areas where they felt they were not progressing. The Chairman and other Members agreed that this would help identify gaps in training.

RESOLVED: That the report be noted.

(Note: The meeting having commenced at 7.32 pm, closed at 9.23 pm)

(Signed) COUNCILLOR JEAN LAMMIMAN
Chairman



Meeting:	Member Development Panel
Date:	6 November 2008
Subject:	Member Development Programme Update
Key Decision: (Executive-side only)	No
Responsible Officer:	Divisional Director, Human Resources and Development – Jon Turner
Portfolio Holder:	Portfolio Holder for Performance, Communications and Corporate Services - Councillor Paul Osborn,
Exempt:	No
Enclosures:	Member Development Charter Supplementary Action Plan

Section 1 – Summary and Recommendations

This report reviews the progress of the 2008 programme and sets out plans for the implementation of a full member development programme for 2008/2009 for elected members, in line with the Council Improvement Programme. It includes an update since the Member Development Panel on the 4th September 2008.

RECOMMENDATIONS:

The Panel is requested to note the report.

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. Member Development - Planning for the IDeA / London Councils Charter

A presentation was provided by the Learning and Development Manager at the panel meeting on 4th September with a completed draft self-assessment showing the councils readiness to meet the criteria to gain the charter. Agreement was given in principle to work towards the charter, subject to a full sign up by elected members.

The self-assessment template identified current good practice, gaps in provision and recommended action. A supplementary Action Plan has been produced as a result of further work and sets out activities, tasks and provisional milestones for achieving charter recognition. (See separate paper attached).

2. Coaching

A planning meeting was held with Roffey Park on 10th September attended by HRD officers and the chairman of the Member Development panel. At the meeting the two coaches from Roffey discussed and agreed final plans for the briefing of members. This includes plans to attend Group Meetings on 27th October to brief all councillors followed up by a timetable of coaching sessions in November/December for up to 15 members. This will be followed by two further tranches of 15 in January and March 2009.

3. Review of Member Development Activities since Last meeting

The following events have taken place since September 4th 2008.

Mandatory Training		
Date	Module	No. Of Attendees
9 th September 2008	Disability Equality Duty	4
13 th October 2008	HR Appeals Panels	4

Other Training Events and Briefings		
Date	Topics	No. Of Attendees
24 th September 2008	<ul style="list-style-type: none">Voluntary & Community SectorRisk Management	12
8 th October 2008	IT Training Intermediate Word	7
15 th October 2008	Corporate Area Assessment	4
21 st October 2008	Dealing with Casework Effectively (run on-site by the Local Government Information Unit)	8 (+ 2 external councillors from LB Barking & Dagenham)

A revised evaluation form has been developed for feedback and this has been used by members attending the above events. The new Learning Log/Evaluation form allows members to relate the benefits of learning for personal needs, benefits to the council and the community. Overall there has been positive feedback to the events in the programme.

4. Update on Changes / Additions to the Programme

Police Accountability Conference – 9th September 2008

A one day conference run by the Local Government Information Unit on policing strategies and accountability was attended by Cllr Asante and Cllr Seymour. The council benefited through an early bird booking to secure a reduced fee of £100 for the second delegate so the total cost was £350.

Members Quarterly Briefing – 24th September 2008

A change was made to the programme as one of the officers due to brief members on the Joint Area Needs Assessment was taken ill. This has now been rescheduled for the 10th December Quarterly Briefing.

HR Appeals Panels

This session was re-scheduled for 13th October 2008 as the previous date clashed with the Jewish New Year.

Section 3. Planned Activity for Next Quarter

Activity and target audience	Provider	Dates	Cost	Aims
Mandatory training		All members in the target audience are required to attend this training		
Gambling Act	Internal Paresh Mehta	17/11/08	Officer time and admin costs	Refresher on the main principles of the Gambling Act 2005
Other learning events		All members are encouraged to attend these sessions		
E-learning	Internal Ken Howgill	3/11/08	Officer time and admin costs	Refresher on the Modern Councillor e-learning package
IT Training – Powerpoint General	Internal Fiona Walters	12/11/08	Officer time and Fee of £50 per delegate	To gain a greater understanding on the Office Suite of software packages
Time Management	External LGIU	18/11/08	£725 for up to 12 members	To identify ways of balancing conflicting priorities
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		
4 th Quarter	Julia Smith HAVS plus relevant Officers from Legal and Finance teams	10/12/08	Officer time and admin costs	Updates by Officers on Finance, Legal, plus session led by Chief Executive of Harrow Association of Voluntary Services
Action learning events				
All members	TBC	Jan/Feb 09 Date TBC	External speaker TBC	To challenge councillors on key issues

Financial Implications

All training costs will be contained within the departments approved budget for 2008/09. (£50,000)

Section 4 - Statutory Officer Clearance

Name: Sheela Thakrar	<input checked="" type="checkbox"/>	On behalf of the Chief Financial Officer
Date: 27/11/2008		
Name: Helen White	<input checked="" type="checkbox"/>	On behalf of the Monitoring Officer
Date: 23/11/2008		



Committee:	Member Development Panel
Date:	6 November 2008
Subject:	INFORMATION REPORT – Member Development Charter Draft Action Plan
Responsible Officer:	Divisional Director, Human Resources and Development – Jon Turner
Portfolio Holder:	Portfolio Holder for Performance, Communications and Corporate Services - Councillor Paul Osborn
Exempt:	No
Enclosures:	Member Development Charter Draft Action Plan

Section 1 – Summary

This report sets out a completed **Draft** of an Action Plan for achievement of the IDeA Member Development Charter.

FOR INFORMATION

Section 2 – Report (see attached)

Section 3 – Further Information - None

Section 4 - Contact Details and Background Papers

Contact: Ken Howgill – Learning and Development Manager Tel 0208 424 1415

Background Papers: None

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HARROW COUNCIL – THE MODERN COUNCILLOR

MEMBER DEVELOPMENT CHARTER – DRAFT ACTION PLAN

This Draft Action Plan has been prepared to enable the Member Development Panel to consider the commitment required in time and resources to gain Charter status in accordance with the Corporate Improvement Programme timescale for achievement by 30th June 2009.

The attached is a draft of a list of actions that are required by both officers and members to prepare for charter status along with an estimate of resources required.

For discussion at the Member Development Panel meeting on Thursday 6th November 2008.

ACTION PLAN

1. Commitment to member development

GUIDELINES	WHAT WE NEED TO DO	ACTIONS REQUIRED & RESOURCE IMPLICATIONS	BY WHEN	BY WHO
1.1 Top political and managerial leadership commitment to development of elected members	We need to ensure that the Leader of the Council, Chief Executive and Cabinet members are signed up to the policy on member development and receive regular reports on the progress of the council in improving professional development of members and in working towards achieving the charter .	<i>Briefing to CE and council leader on plans and timescale for charter.</i> Resources: officer time	Before Cabinet Meeting on 2nd December	Chairman of Panel/Director of HRD/Learning and Development Manager
1.2 Policy statement	We need to look at existing policy statements and references to the learning and development of elected members; we need to elicit our intentions and draft a realistic, achievable policy	<i>To write / review policy statement DRAFT and circulate to elected member development panel</i> Resources: half day to draft policy statement researching existing data	31 December 08	Learning and Development Manager
1.3 Equality of opportunity and access to learning and development	We need to ensure that the Leader of the Council, Chief Executive and Cabinet members are signed up to the policy on member development and aware of the equalities policy relating to access to learning for members.	<i>Liaise with Policy Development team and Equalities Lead Officer to develop policy for sign up by Leader and Chief Executive.</i> Resources: officer time in drafting policy and briefing leadership (half day)	31 December 08	Learning and Development Manager /Policy and Partnerships (Equalities) Team
1.4 Budget	We need to review existing budget and commitments and devise plans for 09/10 based on priority development needs of members	<i>Review the use and return on investment of £50,000 per annum budget allocation.</i>	31st March 09	Learning and Development Manager/ Director of HRD

GUIDELINES	WHAT WE NEED TO DO	ACTIONS REQUIRED & RESOURCE IMPLICATIONS	BY WHEN	BY WHO
1.5 Officer resource support	We need to allocate a specific time resource and devise a job description for all HRD officers engaged in supporting member development	<i>Review time, resource and Job Descriptions to reflect responsibilities.</i>	30 November 2008	Director of HRD/Learning and Development Manager
1.6 Dissemination of learning	We need to ensure that senior councillors are aware of the learning taking place amongst elected members and that they know the protocols for the sharing and dissemination of good practice.	<i>Learning and development examples and case study/anecdotes need to be shared at Member Development Panel meetings. Need to encourage greater use of learning log/evaluation by members attending events and ensure that all attendees at external events report back and disseminate knowledge gained to colleagues.</i>	Process to be agreed by Member Development Panel November 2008 and ongoing	Member Development Panel Leader and senior councillors Learning and Development Manager/Director of HRD

2. Strategic approach to member development

GUIDELINES	WHAT WE NEED TO DO	ACTIONS REQUIRED & RESOURCE IMPLICATIONS	BY WHEN	BY WHO
2.1 Member led strategy	We need to produce a clear strategy for member development linked to policy with the progress towards achieving set goals reviewed by elected members at Member Development Panel meetings	<p><i>Policy for Member Development needs to include strategy with clear goals and process for formulating, implementing and evaluating member development.</i></p> <p>Resources: 1 day to produce strategy – including consultation time and drafting</p>	By January 09 Panel	Learning and Development Manager /Member Development Panel
2.2 Linkage to council corporate plan	Council's corporate priorities and the CIP need to be linked to the development of elected members.	<p><i>Council Improvement Plans need to show the roles and contribution of elected members; monitoring and review by Chief Executive.</i></p> <p><i>Further linkage of council priorities need to be made to elected member development. Programmes and event session plans need to show how learning outcomes link to corporate priorities</i></p> <p>Resources: officer time (half a day to work on development programme and cross reference links + 1 hour briefing to council leader)</p>	31 December 2008	Learning and Development Manager & Director of HRD

GUIDELINES	WHAT WE NEED TO DO	ACTIONS REQUIRED & RESOURCE IMPLICATIONS	BY WHEN	BY WHO
2.3 Member roles clearly set out	We need to document the roles and responsibilities of councillors and link these to the corporate priorities and CIP programme.	<i>Role descriptions to be collated by responsible officer for L & D and linked to council objectives</i> Resources: <i>1 day of officer time in collating/preparing role descriptions and linking these to achievement of corporate aims and priorities, including CIP projects.</i>	31 December 2008	Learning and Development Manager in liaison with Democratic Services and Improvement and Performance team

GUIDELINES	WHAT WE NEED TO DO	ACTIONS REQUIRED & RESOURCE IMPLICATIONS	BY WHEN	BY WHO
2.4 Process for identification of needs at individual and Council wide level	We need to document in policy the process for regularly assessing elected member development needs both at group and individual level.	<p><i>To develop revised Training Needs Analysis (TNA) from existing version and gain agreement from Member Development Panel on timescale for implementation 09/10</i></p> <p><i>To ensure that Coaching process being rolled out to all members identifies further development needs.</i></p> <p><i>To ensure that member Induction pack and programme includes an initial TNA for newly elected members</i></p> <p>Resources: <i>1 days work for revision of TNA including consultation with Member Development Panel and development in line with planned Induction pack</i></p>	<p>30 November 08</p> <p>Early November 2008</p> <p>31 May 2009</p>	<p>Learning and Development Manager</p> <p>Learning and Development Manager in liaison with Roffey Park</p> <p>Learning and Development Manager</p>

GUIDELINES	WHAT WE NEED TO DO	ACTIONS REQUIRED & RESOURCE IMPLICATIONS	BY WHEN	BY WHO
2.5 Structured and timely approach to promoting development opportunities	We need to survey members to ensure that they are receiving adequate notice for development opportunities both internal and external	<i>Evaluation of elected members' response to publicity on courses, communications and new brochure.</i> Resources <i>Officer time to undertake survey / focus group activity, collate responses and produce report – 2 days</i>	31 January 09	Learning and Development Manager/Member Development Panel

GUIDELINES	WHAT WE NEED TO DO	ACTIONS REQUIRED & RESOURCE IMPLICATIONS	BY WHEN	BY WHO
2.7 Strategy for Induction	We need to ensure that new councillors receive a structured induction programme that is personally evaluated. We need to provide existing members who take on new roles/responsibilities also receive the same.	<i>Design of new Induction pack plus induction packs for specific council roles(i.e. portfolio holder, senior management and leadership roles)</i> Resources <i>5 days work(including research, development, testing and evaluation)</i>	1st September 2009	Learning and Development Manager in discussion with Democratic Services & Member Development Panel
2.8 Addresses political leadership and team development	We need to ensure and record how the leadership develop effective political leadership for current and prospective leaders and how they approach team development.	<i>Formal policy required and minutes of meetings of where leaders address development issues for political leadership.</i> <i>Formal recording of coaching programme aims linked to political leadership & IDeA political skills framework</i> Resources <i>Support from L & D Manager/Team - TBC</i>	31 March 2009	Council Leader and other senior councillors Support with recording of outcomes from coaching from officers incl. Learning and Development Manager

GUIDELINES	WHAT WE NEED TO DO	ACTIONS REQUIRED & RESOURCE IMPLICATIONS	BY WHEN	BY WHO
2.9 Mechanisms for evaluation, and informing future plans, identified.	We need to ensure that members provide evaluation of programmes through written, verbal and email feedback and through attendance at organised Focus Group sessions. Feedback needs to inform improvements and variations to the programme.	<p><i>Implement learning cycle approach to evaluation with follow ups and focus groups on the impact of L & D on members' performance. Encourage use of member learning evaluation/logs to show how learning impacts on role in the council and community</i></p> <p>Resources <i>Officer time in managing the evaluation process (5 - 7 days over span of professional development programme)</i></p>	31 March 09	Learning and Development Manager

3. Member learning and development plan in place

GUIDELINES	WHAT WE NEED TO DO	ACTION REQUIRED & RESOURCE IMPLICATIONS	BY WHEN	BY WHO
3.1 Addresses development priorities	We need to ensure that the learning and development plan for members is published and meets priority needs and helps to meet the councils CIP programme and corporate priorities	<p><i>The Modern Councillor Professional Development Brochure 2008/9 provides details of training and development plan Action</i></p> <p><i>Training Needs Analysis needs revising and completion by all councillors in 2008/9</i></p> <p>Resources <i>Officer time in ensuring effective delivery of programme and in ongoing monitoring of development needs</i></p>	<p>Completed for 2008/9</p> <p>L & D Plan needed for 09/10 based on TNA (see 3.4)</p> <p>31 March 09</p>	Learning and Development Manager
3.2 Identify what development activities should achieve	We need to ensure that the full programme has defined objectives and that each development event has clearly defined and focussed aims and objectives	<p><i>Each session should begin with a clear outline of the aims and objectives</i></p> <p><i>Ongoing review of aims and objectives required linked to evaluation</i></p> <p>Resources <i>Officer time in either introducing development events or briefing facilitators (30 minutes – 1 hour for each event)</i></p>	Already in place and ongoing	Learning and Development Manager

GUIDELINES	WHAT WE NEED TO DO	ACTION REQUIRED & RESOURCE IMPLICATIONS	BY WHEN	BY WHO
3.3 Sets out how, when, where and who is responsible	We need to ensure that our professional development programme for members is a result of a planning process with documents showing who is responsible for implementing, monitoring and evaluating the plan.	<p><i>Formal policy on L & D for members required detailing roles and responsibilities of officers and panel members.</i></p> <p>Resources <i>Officer time for meeting members and in producing draft and final documents (half a day)</i></p>	31 January 2008	Learning and Development Manager in liaison with Chairman of Panel/Panel Members
3.4 Takes account of access to development opportunities	We need to ensure that we plan and organise development events at a range of times to allow members to access in line with work/family commitments, and, that we utilise a variety of delivery methods to meet needs.	<p><i>TNA planned for implementation 08/09 needs to include survey of members time commitments and preferences for attendance time for development sessions; also to include assessment of readiness to undertake flexible learning (e.g. e-learning using The Modern Councillor package)</i></p> <p>Resources <i>Officer time in planning programme with specific time to manage flexible learning (e-learning) programme with support and monitoring (5 days over length of programme to manage more flexible approaches incl. e-learning))</i></p>	31st January 2009	Learning and Development Manager in liaison with Chairman of Panel/Panel members

GUIDELINES	WHAT WE NEED TO DO	ACTION REQUIRED & RESOURCE IMPLICATIONS	BY WHEN	BY WHO
3.5 Linkage between Individual plans and the council's corporate and other plans	We need to ensure that all members are given opportunities to describe their learning and development needs and give examples of how these are linked to the corporate priorities, the CIP programme and functional requirements	<p><i>Make explicit links between L & D interventions and councillor functions and council's corporate priorities. This can be included as part of aims and objectives for each development opportunity in the programme. L & D manager to draw up policy and plan showing linkages.</i></p> <p><i>TNA (Training Needs Analysis) for all councillors implemented so that members can articulate their needs in relation to corporate priorities - to include TNA on ICT literacy and needs)</i></p> <p>Resources <i>Officer time in managing and implementing TNA process (5 days)</i></p>	<p>31 December 2008</p> <p>31st January 2008</p>	<p>L & D Mnager and Team</p> <p>L & D Manager and Team</p>

GUIDELINES	WHAT WE NEED TO DO	ACTION REQUIRED & RESOURCE IMPLICATIONS	BY WHEN	BY WHO
3.6 Representative elected members consulted	We need to ensure that there is an open and constructive approach to elected member development with representatives from the various political / non-political groups.	<p><i>Member Development Panel needs to make this more explicit in policy with outline of arrangements for dissemination of information and protocols for allowing non-panel members to attend meetings</i></p> <p>Resources Office time in drafting policy (see 1.2 & 1.3).</p>	31 December 2008	Learning and Development Manager

4. Learning and development is effective in building capacity

GUIDELINES	WHAT WE NEED TO DO	ACTION REQUIRED & RESOURCE IMPLICATIONS	BY WHEN	BY WHO
4.1 Members learn and develop effectively	We need to ensure that the leadership of the council are able to give clear examples of how the professional development and coaching programme helps in improving the performance of members and the council and its functions	<p><i>Members in leadership group need to identify areas of improvement that have come about through colleagues participation in professional development and /or coaching and mentoring programme</i></p> <p><i>Revised evaluation process launched in September 2008. Focus groups of councillors being planned to engage participants in evaluation focusing on the link between learning and improved performance and capacity of members.</i></p> <p>Resources <i>Officer time and councillors' time in attending Focus groups. Officer time in managing and collating evaluation process and providing briefings for Leadership (see 2.9 above for resources)</i></p> <p><i>Officer / Member Development Panel Chairman's time in briefing Council Leader and Chief Executive on areas of improved performance gained through development (half day including preparation)</i></p>	31 March 2009	<p>Council Leader and members of Cabinet</p> <p>L & D Manager in liaison with Chairman of Panel</p>

4.2	Learning is shared with other elected members and where appropriate with officers and stakeholders.	We need members to provide examples of how they have been engaged in the learning process and how they have shared learning with member colleagues and other stakeholders and this has improved performance of members	<i>Guidance required for members on how to record and share learning – in addition to Learning Log/Evaluation.</i>	31 May 2009	Learning and Development Manager
			<i>Evidence needs to be collated on how members share learning with others.</i>		
			<p>Resources <i>Officer time in follow up of members who have attended events to collect data on how information and learning is shared amongst member colleagues (approx 3 days over course of programme).</i></p>		

4.3	Investment in learning and development is evaluated in terms of benefits and impact	We need to produce a cost benefit analysis of member development showing the benefits and impact of the development programme which is conducted and reviewed annually	<p><i>Further planning and development required to evaluate cost/benefits of L & D interventions with members and demonstrate impact.</i></p> <p>Resources <i>Officer time in undertaking cost/benefit analysis and impact assessment (this is additional to forecasting and project budgeting exercises carried out monthly)</i> <i>2 days per annum</i></p>	31 June 2009	Learning and Development Manager
4.4	Identifies (and implements) improvements to learning and development activities	We need to ensure that elected members and can give examples of how the development programme has been improved and is updated with activities that are relevant to councillors	<p><i>Review of L & D interventions for members needs to be put in place. Reports to Member Development Panel need to make reference to course adaptations/course improvements to meet development needs.</i></p> <p><i>Take action to review programme in April/May 2009 and produce report on improvements planned for 2009/10</i></p> <p>Resources <i>Officer time: 2 days including work /meetings with Member Development Panel draft and final report on improvements</i></p>	31 May 2009	Learning and Development Manager in liaison with Member Development Panel

5. Elected Member Development promotes work life balance and citizenship

GUIDELINES	WHAT WE NEED TO DO	ACTION REQUIRED & RESOURCE IMPLICATIONS	BY WHEN	BY WHO
5.1 Assists those with family responsibilities.	We need to demonstrate that we provide assistance with members with family responsibilities in terms of suitable allowances and support; that we regularly assess/review these arrangements.	<i>Review of arrangements required for supporting members with family responsibilities with plan in place to demonstrate how improvements can be made</i>	31 March 2009	Learning and Development manager in liaison with Democratic Services
5.2 Reviews how council business is conducted to allow for equality of access to key political decision making mechanisms	The council regularly reviews how it conducts its business, in terms of when meetings are held and access based on a clear understanding of diversity, so that elected members or potential members are able to take part in the democratic process.	<i>Review of arrangements required including assessment of access based on equality and diversity measures.</i> Resources: officer time TBC	31 March 2009	Democratic Services/Equalities and Policy and Partnerships Team

<p>5.3 Holds events for the community to encourage people to become community leaders.</p>	<p>The council actively encourages citizenship, and publicises the role of elected members as community leaders, as part of promoting local democracy and encouraging under represented groups to take up office.</p>	<p><i>Review of existing and planned community liaison work. Collation of data on activities undertaken and planned for the future.</i></p> <p>Resources <i>Officer time: lead by L & D manager – 2 days including liaison meetings with relevant councillors, Comms and report on activity</i></p>	<p>31 March 2009</p>	<p>Learning and Development Manager in liaison with relevant councillors and Communications team</p>
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