

# Member Development Panel AGENDA

**DATE:** Wednesday 5 October 2011

**TIME:** 7.30 pm

**VENUE:** Committee Room 5,  
Harrow Civic Centre

## **MEMBERSHIP** (Quorum 3)

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**Chairman:** Councillor

**Councillors:**

Phillip O'Dell  
Varsha Parmar  
Mrs Rekha Shah

Jean Lammiman  
Yogesh Teli

## **Reserve Members:**

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1. Nana Asante
2. Mitzi Green
3. Bill Phillips

1. Paul Osborn
2. Stephen Greek

**Contact:** Manize Talukdar, Democratic Services Officer  
Tel: 020 8424 1323 E-mail: [manize.talukdar@harrow.gov.uk](mailto:manize.talukdar@harrow.gov.uk)

# **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. MINUTES (Pages 1 - 6)**

That the minutes of the meeting held on 30 March 2011 be taken as read and signed as a correct record.

## **4. PUBLIC QUESTIONS**

To receive questions (if any) from local residents or organisations under the provisions of Executive Procedure Rule 51 (Part 4D of the Constitution).

## **5. PETITIONS**

To receive petitions (if any) submitted by members of the public/Councillors under the provisions of Executive Procedure Rule 49 (Part 4D of the Constitution).

## **6. DEPUTATIONS**

To receive deputations (if any) under the provisions of Executive Procedure Rule 50 (Part 4D of the Constitution).

## **7. INFORMATION REPORT: MEMBER DEVELOPMENT PROGRAMME UPDATE (Pages 7 - 18)**

Report of the Divisional Director Human Resources and Development.

## **8. DATE OF NEXT MEETING**

Wednesday 7 December 2011 at 7.30 pm in Committee Room 5.

# **AGENDA - PART II - NIL**

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# MEMBER DEVELOPMENT PANEL

## MINUTES

### 30 MARCH 2011

**Chairman:** \* Councillor Brian Gate

**Councillors:** \* Jean Lammiman \* David Perry  
\* Phillip O'Dell \* Yogesh Teli

\* Denotes Member present

#### 13. Attendance by Reserve Members

**RESOLVED:** To note that there were no Reserve Members in attendance.

#### 14. Minute's Silence in Memory of Former Mayor

A minute's silence was observed for former Harrow Mayor and Councillor Keeki Thammaiah, who had recently passed away.

#### 15. Declarations of Interest

**RESOLVED:** To note that there were no declarations of interests made.

#### 16. Minutes

**RESOLVED:** That the minutes of the meeting held on 1 February 2011 be taken as read and signed as a correct record.

#### 17. Public Questions, Petitions and Deputations

**RESOLVED:** To note that no public questions were put or petitions or deputations received at this meeting.

## RESOLVED ITEMS

### 18. Information Report: Member Development Programme Update

An officer introduced the report of the Divisional Director Human Resources and Development, providing an update on the Member Development Programme of events that had taken place since February 2011 and highlighted Members feedback about these training sessions. The main points made were as follows:

- to date, 16 out of 20 Members on the Pool of Members to hear personnel appeals had attended the mandatory training sessions;
- that future reports on the Member Development Programme of events give details of how many Members had attended previous training sessions on the same topic, including a running total of all training sessions with attendance figures since May 2010, all of which be provided at the Panel meeting on 2 November 2011;
- the February Quarterly Briefing, which had covered the work of the Registration Service and provisions in the Decentralisation and Localism Bill had been well attended and received positive feedback from Members;
- some Members had requested that Safeguarding of adults and children training be offered twice yearly. Panel Members agreed that these could be covered at the Quarterly Briefings;
- some Members had felt that the Overview and Scrutiny: Community Engagement training had been too big a topic to be covered in a single training session and requested further training on this topic;
- a Member stated that Community Engagement was an integral part of the Council's corporate priorities and was particularly relevant for their responsibilities as Ward Councillors;
- another Member stated that in the future, Overview and Scrutiny training should be taken forward under the banner of Member Development training, as opposed to Overview and Scrutiny training, by integrating Scrutiny training into the Member Development programme. He also emphasised the importance of not duplicating training and avoiding meetings and events clashing with the Member Development Programme;
- it was proposed that the 28 April 2011 training date be cancelled because it fell between two sets of bank holidays and it was anticipated that a number of officers and Councillors would be on leave during that period;
- the training session on 25 May 2011 would cover the use of blogging and social network sites. A Member requested that the training

session be interactive and cover the “Dos and Don’ts” including legal issues. The Member also suggested drawing up a voluntary code of conduct related to this topic as this would ensure that the reputation of both the Council and Members would be protected. He also suggested drawing on the expertise of partners such as London Councils. An officer stated that a contact at jobsgopublic may be able provide a trainer and offer a free training session on this topic;

- in response to a question from a Member, the Chairman stated that blogging and social network sites were increasingly popular with Members and that the Greenhill Ward Councillors had a joint facebook page which enabled them to disseminate information to residents more quickly;
- to date, only 8 Members had completed the Political Skills Framework Online Self-Assessment modules. A reminder had been sent to all Members on 15 March 2011, offering one-to-one coaching. It was agreed that a further reminder would be sent via the party Whips;
- an officer explained that Community Involvement was a separate area of training from Community Engagement. The former would cover consultation with the community and stakeholders;
- that the training session scheduled for 8 December 2011 on ‘The role of a Member during a major incident’, should include scenarios and role play and clear guidelines about emergency procedures to be followed;
- an officer stated that it would not be practical to schedule emergency drills in the evenings, as evening committee meetings were attended by members of the public and few fire marshalls were available in the evenings;
- another Member suggested that agendas for meetings should include an item entitled ‘Health and Safety Announcement’. It was noted that there was no health and safety notice on the table in Committee Room 3. An officer stated that he would liaise with Facilities Management staff about Health and Safety training for Members;
- the powerpoint presentations and other material received from London Councils relating to the recent free Capital Ambition training workshops would be posted on Harrow Council’s Member Development training webpages;
- new Councillors had found their one to ones with Legal and Governance officers useful. Eight more were planned to take place after May 2011;
- outstanding actions from the previous meeting would be followed up by officers. The ‘Buddy’ system, pairing up new councillors with more experienced ones, would be implemented by the next Panel meeting

and a set of draft guidelines for both parties would be presented at the next meeting of the Panel in September 2011;

- a Member stated that Harrow Council's plans to changeover to Microsoft Outlook would enable officers to notify Members of forthcoming meetings and events and enable Members to better manage their diaries;
- the Chairman reported that he had recently met with the lead Member for Member Development at Brent Council. The meeting had been an informal discussion about the possibility of joint working on Member Development training events in the future.

**RESOLVED:** That

- (1) reports on the Member Development Programme of events provide details of Member attendance at repeat training sessions;
- (2) a running total of attendance at all training sessions since May 2010 be provided at the Panel meeting on 2 November 2011;
- (3) updates on Adults and Children Safeguarding training be provided twice yearly at the Quarterly Briefings;
- (4) the Overview and Scrutiny: Community Engagement training be repeated in 2011;
- (5) the 28 April 2011 training session be cancelled;
- (6) the 25 May training session be on the topic of Blogging and Social Networking and that officers present a draft voluntary code of conduct related to this topic at the next meeting of the Panel;
- (7) a reminder be sent to all Members to complete the Political Skills Framework Online Self-Assessment modules;
- (8) the 8 December training session entitled 'The role of a Member during a major incident' should include scenarios, role play and provide clear guidelines about emergency procedures to be followed;
- (9) officers liaise with Facilities Management about providing Health and Safety training for Members;
- (10) the presentations relating to the Capital Ambition training workshops be available on the Member Development training pages on the Hub;
- (11) the proposed 'Buddy' system be implemented by the next meeting of the Panel on Wednesday 14 September 2011 and a set of draft guidelines for both parties be presented at the next meeting of the Panel;
- (12) the report be noted.



**19. Date of Next Meeting**

The next meeting of the Panel would take place at 7.30 pm on Wednesday 14 September 2011.

(Note: The meeting, having commenced at 7.33 pm, closed at 8.27 pm).

(Signed) COUNCILLOR BRIAN GATE  
Chairman

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**REPORT FOR: MEMBER DEVELOPMENT  
PANEL**

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**Date:** 5 October 2011

**Subject:** INFORMATION REPORT –  
Member Development Programme Update

**Responsible Officer:** Jon Turner, Divisional Director of Human  
Resources & Development

**Exempt:** No

**Enclosures:** Appendix A – Buddying Process  
Appendix B – Buddying Skills

## **Section 1 – Summary**

This report updates the Panel on the Member Development Programme events that have taken place since March 2011 and on the progress of the Member Development Programme.

**FOR INFORMATION**

## **Section 2 – Report**

### **2.1 Review of Member Development Programme**

The following Member Development training events have taken place since the previous report presented at the Panel meeting on 30 March 2011:

<b>Training Events and Briefings – March to September 2011</b>			
<b>Date</b>	<b>Topics</b>	<b>Number of attendees</b>	<b>Numbers previously attended</b>
24 March 2011	Equalities Impact Assessment for Cabinet Members	7/10	N/A
11 April 2011	Data Protection & Security  (mandatory for those wishing to opt out of their harrow.gov email addresses)	4/11	N/A
25 May 2011	Procurement	9/63	N/A
1 June 2011	Equalities and Diversity (Repeat) (Mandatory training)	5/34	29/63
30 June 2011	Members' Quarterly Briefing: Social Media: A Councillor's Guide	13/63	N/A
16 May 2011	Data Protection & Security	4/7	4/11
15 Sep 2011	1) Assertiveness 2) Local Information System	14/63 5/63	N/A N/A

## **2.2 Overall Evaluation of Members Training Events Since January 2011**

Evaluation forms completed by Members after each training session have been summarised below:

<b>Training Event</b>	<b>Number of attendees</b>	<b>Did not attend</b>	<b>Very Useful</b>	<b>Fairly Useful</b>	<b>Not useful</b>	<b>No Feed-back</b>	<b>More knowledge/skills required? Yes / No</b>
<b>Equalities Impact Assessment for Cabinet Members</b> 24 March 2011	7/10	3	1/7	2/7	0	4/7	Yes 3/7
<b>Data Protection &amp; Security</b> 11 April 2011	4/11	7	0	0	0	0	0
<b>Data Protection &amp; Security</b> 16 May 2011	4/7	3	4/4	4/4	0	0	2/4
<b>Procurement</b> 25 May 2011	9/63	54	6/9	2/9	0	0	5/9
<b>Equalities and Diversity (Repeat, Mandatory training)</b> 1 June 2011	5/34	29	5/5	0	0	0	3/5
<b>Members' Quarterly Briefing: Social Media: A Councillor's Guide</b> 30 June 2011	13/63	50	4/13	7/13	1	0	5/13
<b>Licensing (Repeat, Mandatory training)</b>	3/5	2	2/3	0	0	1/3	1/3
<b>1) Assertiveness</b>	14/63	49	4/8	4/8	0	6/14	5/8
<b>2) Local Information System</b> 15 September 2011	5/63	58	2/3	0	1/3	2/5	3/3

**Any Other Comments:**

**Equalities Impact Assessment for Cabinet Members:**

- Good presentation
- Should have a break in such long sessions

**Procurement:**

- Excellent session
- Very thought provoking and challenging
- Wonderfully simple, simply wonderful
- Excellent presentation
- Important to maintain awareness of compliance
- Well put together
- Good and informative

**Equalities & Diversity:**

- A very nice informal atmosphere, allowed us to discuss very important equalities issues
- Discussions throughout the session were very interesting. Officer comments and experiences were excellent in understanding such issues
- Discussion was extremely useful

**Social Media:**

- Jessica Farmer's presentation was very good but Sharon O'Dea was too quick to finish her presentation
- Helpful
- Not planned to stimulate debate. This is what was missing
- Too much paper for training on social media. No introduction
- Is there council facility for us as Members to receive further IT essential info for setting up
- Excellent

**Licensing:**

- Well done

**Assertiveness:**

- Should provide a half day workshop on Assertiveness in the future
- Phrases & other tips very helpful
- Very good trainers
- An interesting experience, impressed by honesty of participants responses
- Filming and playing back the role play would be useful

**Local Information system:**

- Too much jargon, also curtailed workshop
- Lots of hard work gone into this project – very useful

### 2.3 Planned Activity for remainder of municipal year

Event	Dates Provider/ Facilitator	Venue/ Time	Activity and target audience
<b>Equalities &amp; Diversity for Cabinet Members</b>	4 October 2011  Jessica Farmer (Head of Legal Practice)  & Mohammed Ilyas (Equalities & Diversity Policy Officer)	Committee Room 1 & 2  7.45 pm	<b>Mandatory</b> for Cabinet Members
<b>Equalities &amp; Diversity (Repeat)</b>	6 October 2011  Mohammed Ilyas (Equalities & Diversity Policy Officer)	Committee Room 1 & 2  7.00 pm	<b>Mandatory</b> for those 29 Members who have not attended previous sessions
<b>Members Quarterly Briefing:</b>  <b>1. West London Waste</b>  <b>2. Safeguarding Adults (Repeat)</b>	25 October 2011    Seamus Doherty (Safeguarding Adults Co-ordinator)	Committee Room 1 & 2  7.00 pm  7.45 pm	<b>All Members</b>  [Current/future services at WLW & waste prevention strategies]  <b>Mandatory</b> for those 16 Members who have not attended previous sessions
<b>Community Involvement</b>	29 November 2011  Desiree Mahoney (Policy Officer)	Members' Lounge  7.00 pm	<b>All Members</b>  [to raise the awareness and importance of involving wider groups of people in decisions, services and design]
<b>Role of a Member During a Major Incident</b>	8 December 2011  Kan Grover (Emergency Planning & Business Continuity Service Manager)	Members' Lounge  7.00 pm	<b>All Members</b>  [Business continuity/emergency planning & Members' roles]

<b>Valuing What We Do</b>	Monday 30 <sup>th</sup> January Tim Whitworth (Leadership Development, OPM)	Committee Room 1 & 2 7.00 pm	<b>All Members</b> [Understanding the value that Members and Officers create and how that is measured and appreciated]
<b>Better together</b>	Wednesday 15 <sup>th</sup> February Tim Whitworth (Leadership Development, OPM)	Committee Room 1 & 2 7.00 pm	<b>All Members</b> [Why Members and officers need to work together and how that can be achieved]
<b>Members Quarterly Briefing:</b> <b>1. Housing Needs</b>  <b>2. Scrutiny (tbc) OR Mental Health (tbc)</b>	Monday 27 <sup>th</sup> February Jon Dalton (Housing Needs Service Manager)  (tbc)	Committee Room 1 & 2 7.00 pm	<b>All Members</b> [‘Help2Let’ scheme]
<b>Community Based Leadership</b>	Wednesday 28 <sup>th</sup> March Tim Whitworth (Leadership Development, OPM)	Committee Room 1 & 2 7.00 pm	<b>All Members</b> [What is it and how can Members and officers be part of it and promote it]
<b>TBC</b>	Wednesday 25 <sup>th</sup> April	Committee Room 1 & 2 7.00 pm	<b>All Members</b>

## 2.4 Members’ IT training needs analysis

It proposed that Members are offered a quality Word, Excel and PowerPoint training needs analysis (TNA) in September 2011, then offered Modular training based on the TNA results from Oct/Nov 2011 onwards using a local trainer.

We suggest rather than large sessions, we have a trainer who completes 1 to 1 or small group coaching on Word and Excel as it lends itself more to this approach. Large Group Training, based on the TNA group training could be done on PowerPoint, which should include Presentation Skills. These could be 1-hour skill sets, but done more frequently than the once per month training timetable in use at the moment.



## **2.5 Members' Political Skills Framework Online Self Assessment Tool**

Learning Pool have recently re-launched the Modern Councillor website and are in the process of transferring Harrow Members' training records from the old site to the new one.

Access to the new site is by self-registration. All Members will be sent an email shortly requesting them to self-register on the site and encouraging them to complete the e-learning modules.

In addition to Harrow's Political Skills Assessment Tool & Introduction to Equalities and Diversity Modules, there are 17 additional e-learning modules, an Online Community, blogs, stories and events pages available on the re-launched site.

## **2.6 'Buddy' system**

At the February 2011 meeting of the Panel it was agreed that the possibility of establishing a Buddy system for new Members be explored. Appendix A sets out the process for the Buddy system and appendix B set out the skills required.

## **2.7 Other Training**

Mind in Harrow have offered to supply members with Mental Health Awareness Training. Members views are sought on including this within the Member Development Programme. Mind have advised that a 2-hour training session would cost approximately £200 for a group of up to 15 participants.

## **Section 3 – Further Information**

None

## **Section 4 – Financial Implications**

Funding for the member development activities and events in this report is within the current budget provision

## **Section 5 - Equalities implications**

Was an Equality Impact Assessment carried out? No

If no, state why an EqIA was not carried out below:

N/A

## Section 6 – Corporate Priorities

N/A

Name: Steve Tingle	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 22 September 2011		

## Section 7 - Contact Details and Background Papers

**Contact:** Jon Turner, Divisional Director Human Resources & Development  
**Email:** [jon.turner@harrow.gov.uk](mailto:jon.turner@harrow.gov.uk)  
**DD:** 0208 424 1225

**Background Papers:** None

## **Buddying process**

### ***Effective buddies should be able to:***

#### **1. Establish a rapport**

Getting to know each other by 'ice-breaking'.

#### **2. Support each other's learning needs**

Finding out what s/he needs.

#### **3. Promote access to learning**

Discussing how to remove possible barriers to learning for either person.

#### **4. Agree a learning contract**

Making a two-way agreement about what each will offer the other and what s/he will not offer.

#### **5. Help plan each other's learning**

Agreeing an individual *action plan* for both including *personal outcomes*.

#### **6. Agree roles and resources required**

Identifying what roles each can offer the other and what level of time, commitment and support these roles may require.

#### **7. Explore each others' agenda**

Taking in turns to 'actively' listen and probe each other with 'open' questions to help each other take responsibility for own learning. Feeding back to each other and summarising.

**8. Exchange of knowledge and experiences**

Sharing with each other specific information and 'fruits' of learning gained from own experiences.

**9. Advise and support each other in managing own learning**

Encouraging each other to learn by reflecting on own preferred learning styles.

**10. Monitor and Review progress**

Giving a progress update by recording nature and extent of own learning to each other.

**11. Evaluate learning**

Summarising nature and extent of learning against own action plan and personal outcomes. Did s/he achieve own learning outcomes?  
Giving and receiving feedback.

## **Buddying Skills**

- 1) **'Ice-breaking'** as a way of getting to know each other and establish rapport. Anything either person may wish to share with the other that could break down potential barriers.
  
- 2) **Agreeing a contract** with each other and monitor to ensure that it remains appropriate. This should be a regular feature and adjustments made 'when and where' necessary.
  
- 3) **Showing respect** by not interrupting each other and giving time and space for reflection on learning issues.
  
- 4) **Showing honesty** by being direct in response to each other while maintaining mutual respect
  
- 4) **'Active' listening** as a way of demonstrating that s/he are giving full attention to other person and encouraging them to *reflect* on issues/experiences.
  
- 5) **'Open' questioning** using '*what*' and '*how*' led questions rather than '*why*' led questions as *why* led questions can put other person on 'back foot' and feel defensive.
  
- 6) **Summarising** on a regular basis to check out understanding of other person and make sure both are in agreement.
  
- 7) **Giving constructive feedback** to other person on what impression they have made – giving *examples* to illustrate.

8) **Giving positive 'non-verbal' responses** to what other person has to say. This includes friendly facial expression, open and friendly physical gestures, space between both people and non-confrontational seating (eg. chairs at 90 degree angle).