

Member Development Panel AGENDA

DATE: Thursday 3 April 2014

TIME: 7.30 pm

VENUE: Committee Room 6,
Harrow Civic Centre

MEMBERSHIP (Quorum 3)

Chairman: Councillor Yogesh Teli

Councillors:

Janet Mote (VC)

Mrinal Choudhury
Mrs Rekha Shah

Krishna James

Reserve Members:

1. Paul Osborn
2. Jean Lammiman

1. Kairul Kareema Marikar
2. Varsha Parmar

1. Asad Omar

Contact: Manize Talukdar, Democratic & Electoral Services Officer
Tel: 020 8424 1323 E-mail: 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 disclosable pecuniary or non pecuniary interests, arising from business to be transacted at this meeting, from:

- (a) all Members of the Panel;
- (b) all other Members present.

3. MINUTES (Pages 1 - 4)

That the minutes of the meeting held on 4 February 2014 be taken as read and signed as a correct record.

4. PUBLIC QUESTIONS

To receive any public questions received in accordance with Executive Procedure Rule 50 (Part 4D of the Constitution).

Questions will be asked in the order notice of them was received and there be a time limit of 15 minutes.

[The deadline for receipt of public questions is 3.00 pm, 31 March 2014. Questions should be sent to publicquestions@harrow.gov.uk

No person may submit more than one question].

5. PETITIONS

To receive petitions (if any) submitted by members of the public/Councillors under the provisions of Executive Procedure Rule 48 (Part 4D of the Constitution).

6. DEPUTATIONS

To receive deputations (if any) under the provisions of Executive Procedure Rule 49 (Part 4D of the Constitution).

7. INFORMATION REPORT: MEMBER DEVELOPMENT PROGRAMME UPDATE
(Pages 5 - 10)

Report of Divisional Director of Human Resources and Development & Shared Services.

8. ACCREDITATION (Pages 11 - 56)

Report of Divisional Director of Human Resources and Development & Shared Services.

9. PLANS FOR MEMBER INDUCTION 2014 (Pages 57 - 66)

Report of Divisional Director of Human Resources and Development & Shared Services.

10. DATE OF NEXT MEETING

AGENDA - PART II - NIL

*** DATA PROTECTION ACT NOTICE**

The Council will audio record item 4 (Public Questions) and will place the audio recording on the Council's website, which will be accessible to all.

[**Note:** The questions and answers will not be reproduced in the minutes.]

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MEMBER DEVELOPMENT PANEL MINUTES

4 FEBRUARY 2014

Chairman: † Councillor Yogesh Teli

Councillors: Krishna James * Janet Mote (Vice-Chairman
* Kairul Kareema Marikar (1) in the Chair)
* Mrs Rekha Shah

* Denotes Member present
(1) Denotes category of Reserve Member
† Denotes apologies received

83. Attendance by Reserve Members

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

Ordinary Member

Councillor Mrinal Choudhury

Reserve Member

Councillor Kairul Kareema
Marikar

84. Declarations of Interest

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

85. Minutes

RESOLVED: That the minutes of the meeting held on 1 October 2013 be taken as read and signed as a correct record.

86. Public Questions, Petitions & Deputations

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

RECOMMENDED ITEMS

87. Plans for Member Induction 2014

The Panel received a report of the Divisional Director Human Resources and Development and Shared Services, which updated the Panel regarding plans for the Members' Welcome Evening, Members' Handbook and the Member Induction Programme for 2014 following the local elections in May 2014.

The Divisional Director stated that, the first of these events, an information evening for prospective candidates, was the first event of its kind in Harrow. The event had been widely publicised and was attended 82 individuals, 30 of whom had completed evaluation forms. Feedback had been very positive, with most attendees saying they had found the event very or fairly helpful. The Chair congratulated officers for organising a successful event.

The Divisional Director stated that:

- the Members' Key Facts Booklet 2014 would be distributed to successful candidates at the Count following the local elections on 22 May 2014. The booklet would contain key information that Members would need during their first few weeks;
- the programme for the Members' Welcome Evening would follow the same format as in 2010;
- the Members' Handbook would be scaled down in both size and content, and would be distributed at the Members' Welcome Evening on 29 May 2014;
- the Member training programme for the first six months would include mandatory, Councillor skills training and skills-based training;
- plans for the Virtual Borough Tour had not been progressed. Officers were looking at the possibility of local media studies students undertaking this work. A fallback option would be to invite members of the Harrow Youth Parliament to the Members' Welcome Evening to give a presentation about the borough from a young person's perspective.

Members were of the view that:

- the cover design of the Members' Handbook was a good representation of the geographic and demographic make up of Harrow;

- first-time Councillors might require more support than returning Councillors, particularly Independent ones.

Resolved to RECOMMEND:

That

- (1) the report be noted;
- (2) a final update report be submitted to the Panel at its Meeting on 3 April 2014.

Reason for Recommendation: To keep Members informed of the proposals for Member development and Member Induction in the lead up to the 2014 Local Elections and thereafter.

RESOLVED ITEMS

88. Information Report: Member Development Programme Update

The Panel received a report of the Divisional Director Human Resources and Development and Shared Services, which provided an update on the Member Development Programme of Events that had taken place since the last meeting of the Panel.

The Divisional Director made the following points about Members' attendance and feedback regarding attendance at recent Member Development training events:

- most training sessions had been reasonably well attended and feedback provided on the evaluation forms for these sessions had been largely positive, and Members had requested further training on most of the topics covered;
- views about the joint event with Brent had been mixed and this brought into question the value of any further joint Member Training events in the future;
- some of the feedback in the evaluations would be communicated to the relevant heads of service;
- the training scheduled for 27 May 2014 would be cancelled and the new programme of Member Development Events would be launched at the Members' Welcome Evening, following the local elections in May.

Members made the following comments:

- guidance to new and returning Councillors should emphasise the importance of courteous behaviour towards trainers and other Members during training sessions;

- the recent training on SEN provision and the one on Planning had been excellent.

RESOLVED: That the report be noted.

89. Date of Next Meeting

3 April 2014.

(Note: The meeting, having commenced at 7.30 pm, closed at 8.00 pm).

(Signed) COUNCILLOR JANET MOTE
Vice-Chairman in the Chair

**REPORT FOR: MEMBER DEVELOPMENT
PANEL**

Date: 3 April 2014

Subject: INFORMATION REPORT –
Member Development Programme Update

Responsible Officer: Jon Turner, Divisional Director of Human
Resources and Development & Shared
Services

Exempt: No

Enclosures: None

Section 1 – Summary

This report updates the Panel on the Member Development Programme of events that have taken place since February 2014 and on the progress of the Member Development Programme until May 2014.

FOR INFORMATION

Section 2 – Report

2.1 Overall Evaluation of Members' Attendance at Training Events Since the last Panel Meeting in April 2013

Training Event	Attended	Did not attend	Very Useful	Fairly Useful	Not useful	No Feed back	More know ledge/ skills required
School Organisation & Admissions	16/63	47/63	9/12	3/12	0	4/16	5
Members' Quarterly Briefing:							
Table 1 – Harrow Clinical Commissioning Group	11/63	52/ 63	5/6	1/6	0	6/11	4
Table 2 – Individual Electoral Registration	8/63	55/63	8/8	0	0	0	4
Table 3 – Freedom of Information	5/63	58/63	3/5	2/5	0	0	4
Table 4 – MyLearning Portal	9/63	54/63	2/7	1/7	2/7	0	6
Excel Advanced	7/7	0	-	-	-	-	-

2.2 Member Feedback on the Above Training Events

The comments below have been taken **directly** from the learning evaluation sheets completed by Members from the sections '**What else do I need to learn on this topic/Any other comments**':

School Organisation & Admissions - 27 January 2014

- better management & saving time
- more knowledge of background work
- Well presented
- it was well done and informative – thanks a lot.
- very useful to hear colleagues views
- a very good, clear presentation & handout
- excellent
- can share with my ward residents who need this
- easier to communicate to residents. very informative
- more about waiting list proces
- how it fits in with my school governor work
- very good

Members' Quarterly Briefing - 17 February 2014

Table 1 – Harrow Clinical Commissioning Group

- Better understanding of where we stand
- It will help me keep an eye on health services in Harrow
- Excellent Presentation
- How I can be useful in joint planning. Very clear and helpful presentation
- The course was run through very quickly with very high level of information. More detailed and slower presentation would have been useful
- Need to know how the funding is going to be allocated for Mental Health

Table 2 – Individual Electoral Registration

- Very helpful. Would like an update on Gov action on future processes
- good course
- great info
- Session very well done
- Excellent presentation

Table 3 – MyLearning Portal

- Probably need a refresher course
- I.T was not working properly
- Good course
- computer system needs capacity
- better IT needed. Excellent presentation

Table 4 – Freedom of Information

- good, clear, helpful presentation
- awareness of the importance of ensuring data is secure. Safer because I will be looking after residents data more securely
- I do not know the scale of information requests and wha impact this has on other council services

Excel Advanced - 4 March 2014

Feedback not available.

3. Planned Activity for the Remainder of Municipal Year

Event	Provider/ Facilitator	Date/Venue/ Time	Activity and target audience
Primary Care Centres in Harrow	Clinical Commissioning Group	Monday 24 March 2014	All Members

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:

The panel is invited to comment on how to ensure that the Member Development process is inclusive for all new and existing members. These comments will be used to ensure that the process addresses any equality implications.

Section 6 – Corporate Priorities

This report sets out the training programme for Councillors, which supports the Corporate Priorities.

Section 7 - Statutory Officer Clearance

Name: Steve Tingle	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 20.3.14		

Section 8 - Contact Details and Background Papers

Contact: Jon Turner, Divisional Director of Human Resources & Development & Shared Services, Email: jon.turner@harrow.gov.uk Tel: 0208 424 1225

Background Papers: None

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**REPORT FOR: Member Development
Panel**

Date of Meeting:	3 April 2014
Subject:	Member Development Programme
Responsible Officer:	Jon Turner, Divisional Director Human Resources Development & Shared Services
Exempt:	No
Enclosures:	Appendix A – London Member Development Charter & Charter Plus Accreditation Guidelines Appendix B – Political Skills Framework

Section 1 – Summary and Recommendations

This report considers the approach to the design of the member development programme 2014-15, its alignment to the Political Skills Framework.

RESOLVED: That

- (1) the report be noted;
- (2) the Panel comment on the approach;

Reason (for recommendation): To keep Members informed of the approach to the design of the member development programme 2014-15.

Section 2 – Report

Introductory paragraph

It is clear that the next generation of local government will be leading through unprecedented times. The role of councillors will be central in:

- Building civil society
- Making tough decisions
- Devolving power to local people
- Promoting fairness
- Tackling inequality

We therefore need to ensure that our members are equipped to tackle these challenges.

The Member Development Programme for 2014 is key to achieving the Council's vision and corporate priorities, and is being finalised for implementation following the elections in 2014.

In preparation of the design of the programme and at the request of the Member Development Panel, we have considered aligning the programme to:

1. Charter for Member Development developed by Local Government Improvement and Development and London Councils. see appendix I, or
2. The Political Skills Framework(PSF) see appendix II

Background

The Charter for Member Development

The Charter is a joint accreditation with Local Government Improvement and Development and London Councils.

Harrow Council signed up to the Charter when it was first launched and was awarded Charter status in October 2009. In 2012, we were reassessed in order to maintain the Charter but were unsuccessful.

The Charter supports councils' to adopt a structured approach and provides a robust, structured approach for councils to councillor development and support, and to building elected elected member capacity.

In summary, there are four elements to the Charter for which evidence needs to be provided. It is **NOT** based on the competencies required by councillors:

- Commitment to councillor development
- Strategic approach to councillor development
- Learning and development and its effectiveness in building capacity
- Supporting Councillors

The Political Skills Framework (PSF)

The PSF was first created in 2004, but was revised in 2013, to take account of the changing and enhanced role of councillors since 2004. It covers the following six core skills for councillors;

- Local leadership
- Partnership working
- Communication skills
- Political understanding
- Scrutiny and challenge
- Regulating and monitoring

The PSF is underpinned by a toolkit which provides a means for councillors of identifying and highlighting the skills needed for the role. It provides a self-assessment learning tool to inform a personal development plan.

Findings

The PSF has more breadth and depth and is focused on developing member competence, skill, knowledge and experience. And has a set of positive and negative indicators/behaviours that can be used to identify strengths and areas for development.

The PSF is a flexible tool it can be easily used for new members or a base for member reviews and organisation needs analysis; it can be accessed on a 24 hour basis via our e-learning portal and provides us with the additional option to create Career Pathways.

The formation of Career Pathways means we can develop the programme in a way that clearly demonstrates what courses, skills and credentials members need to prepare for their next political role.

In contrast, the Charter is focused on evidencing the council's approach to member development, it does not suggest the areas/content to be covered in their development; neither does it suggest how their competence can be measured.

Assessment against the Charter will require a level of resources to be available to prepare a written submission. Costs cannot be quantified at this point as we would need to undertake an assessment of our current position in order to identify and plan an approach to bridge any gaps. Assessment against the Charter would be better placed once the new member development programme 2014/15 is implemented fully, as this could provide sufficient evidence.

Officers therefore propose to postpone consideration of assessment against the Charter until 2015/16.

Section 3 – Financial Implications

Funding for the Member development programme and activities in this report will be contained within existing budget provision.

Section 4 - Equalities implications

Was an Equality Impact Assessment carried out? No

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

The panel is invited to comment on how to ensure that the Member Development programme is inclusive for all new and existing members. These comments will be used to ensure that the process addresses any equality implications.

Section 5 – Corporate Priorities

To help deliver a cleaner, safer and fairer Harrow, by ensuring ongoing training and development of Councillors.

Section 6 - Statutory Officer Clearance

Name: Steve Tingle	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 24.3.14		
Name: Sarah Wilson	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 24.3.14		

Section 7 - Contact Details and Background Papers

Contact: Samantha Whittick, Workforce Development and Engagement Manager, 0208-424-1949

Background Papers: None

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**LONDON MEMBER DEVELOPMENT CHARTER & CHARTER PLUS
Accreditation Guidelines
With Example Evidence**

The London Member Development Charter and Charter Plus aim to promote best practice in member development.

The Accreditation Good Practice Guidelines, developed by Local Government Improvement & Development and London Councils, are heavily influenced by the Investors in People national quality standard.

Proposed Guidelines for Accreditation	
Process	<ul style="list-style-type: none"> • Stage 1 – Commitment to the Charter and an Action Plan The authority will undertake a self assessment against the Charter criteria and based on the self assessment will develop an Action Plan supported and approved by South East Employers (SEE). • Stage 2 – Improving the development of the elected members The authority works towards achieving the Charter and meeting the requirements of the Action Plan. • Stage 3 – Assessment An on-site assessment will be carried out by a trained team of elected members/officers from South East Employers. A comprehensive report will be sent within one month of the assessment date. • Stage 4 – Awarding the Charter When the authority has been assessed and once you have been awarded Charter status a certificate from London Councils will be issued. • Stage 5 – Reassessment Authorities are reassessed after three years to ensure commitment to the Charter has been continued. The benefits and possibility of working towards the Charter Plus can be explored at any time.
Accreditation - Good Practice Guidelines	
1.	Commitment to councillor development
1.1	Top political and managerial leadership commitment to development of councillors
1.2	Councillor Learning and Development Policy
1.3	Access to learning and development takes into account diversity of needs
1.4	Designated Budget for councillor development
1.5	Officer support for councillor development
Accreditation Good Practice (continued)	
2.	Strategic approach to councillor development

- 2.1 Councillor led strategy
- 2.2 Councillor roles are clearly defined
- 2.3 **Individual Learning and Development Plans**
- 2.4 Political Leadership and Executive Team development and management
- 2.5 Committee Learning and Development
- 2.6 Development opportunities are promoted and take in to account access requirements
- 2.7 Joint learning activities with officers, partners and the wider community
- 2.8 Corporate Councillor Learning and Development Plan prioritising activities
- 2.9 Structured Induction process for all new councillors
- 2.10 Evaluation mechanisms that inform future plans
- 2.11 Councillor Learning and Development Reference Group

3. Learning and development is effective in building capacity

- 3.1 Councillors learn and develop effectively
- 3.2 Learning is shared with other councillors and where appropriate, with officers and stakeholders
- 3.3 **Investment in learning and development is evaluated in terms of benefits and impact**
- 3.4 Improvements to learning and development activities are identified and implemented

4. Supporting Councillors

- 4.1 Council provides an appropriate level and range of support as well as assisting those with caring responsibilities
- 4.2 Council examines how council business is conducted to allow for equality of access to key political decision making processes
- 4.3 Council holds events for the community to encourage people to become future community leaders
- 4.4 Councillors are provided with development and briefings to enable them to understand and fulfil their role in relation to community involvement and its impact on their wider role as councillors
- 4.5 Councillors are provided with the skills to enable them to fulfil their role as leaders of an organisation

Member Development Charter & Charter Plus Evidence Guidelines

THE MEMBER DEVELOPMENT CHARTER & CHARTER PLUS Requirements (November 2010)

1. Commitment to councillor development			
Elements	Examples of Evidence	Specific Minimum Requirements for Charter	Specific Minimum Requirements for Charter Plus
<p>1.1. Political and managerial leadership is committed to the development of councillors.</p> <p>What this means in practice Political and managerial leadership put strategies into place to improve councillor and council performance.</p>	<ul style="list-style-type: none"> Investment in resources including learning materials, facilitators etc Signed commitment to achieving the Charter A written statement that has been circulated to all councillors expressing the council's intent to develop all councillors. Articles / minutes of meetings which declare a commitment to councillor development and ways of achieving this. liP Award for councillors Public commitment to councillor development in council newsletters. Strategies are in place to support councillor development. A cross party Learning and Development Reference Group Councillors Handbook Intranet / Internet access Political and managerial leadership can describe strategies to develop councillors. Confirmation by councillors that political and managerial leaders are committed to their development. Produce a Councillor Development Policy. 	<ul style="list-style-type: none"> Clear commitment from the top political and managerial leadership Signed commitment to member development and action plan Established all party training and development task group that meets regularly There is a clear strategy Feedback from Members confirms that strategy & actions described, take place Named councillor(s) and officer(s) responsible for councillor development Evidence that all-party training and development task group meet on regular basis 	<ul style="list-style-type: none"> Clear commitment from top political and managerial leadership to share development opportunities across local government tiers (including with parish & town councils) Evidence that the Strategy is regularly reviewed

Member Development Charter & Charter Plus Evidence Guidelines

<p>1.2. Councillor Learning and Development Policy</p> <p>What this means in practice The council has a written policy that has been distributed to all councillors, specifying the principles and operational procedures for councillor learning and development</p>	<ul style="list-style-type: none"> • Production of policy on request. • Councillors and officers able to describe actions taken to implement and monitor the policy. • Councillors are able to describe the outcomes of the policy implementation. • Councillors can explain how they were made aware of the policy and how the council supports the implementation of the policy. 	<ul style="list-style-type: none"> • Statement of Commitment Policy easily accessible to members 	<ul style="list-style-type: none"> • Evidence that the Policy is Member led • Evidence that the Policy is reviewed
<p>1.3. Access to learning and development takes into account diversity of needs</p> <p>What this means in practice Political and managerial leadership can describe specific actions that they have taken to ensure equal access to learning and development opportunities for all councillors.</p>	<ul style="list-style-type: none"> • Statistical evidence of attendance. • Menu of learning and development options to meet individual needs. • Timing of events takes account of cultural and personal circumstances. • Councillors confirm that action is taken to accommodate diversity of need. 	<ul style="list-style-type: none"> • Timing of events takes account of cultural and personal circumstances • Elected members confirm the action taken to ensure equality of opportunity to development • The development programme includes a range of delivery methods to meet the different learning styles of members 	<ul style="list-style-type: none"> • Statistical evidence of cultural & personal circumstances
<p>1.4. Designated budget for councillor development</p> <p>What this means in practice The council has a designated budget for councillor</p>	<ul style="list-style-type: none"> • Sight of budget and how it is used. • Information that informs councillors of the existence of the budget. • Minutes of meetings that shows councillors involvement in setting and monitoring the budget. 	<ul style="list-style-type: none"> • Budget is explicit and clearly identified and monitored 	<ul style="list-style-type: none"> • Evidence that the budget is properly reviewed, set and prioritised by the cross party task group (see 1.1)

Member Development Charter & Charter Plus Evidence Guidelines

<p>development which is adequate to meet priority development needs.</p>	<ul style="list-style-type: none"> Councillors confirm that the budget is sufficient to meet priority development needs. 		
<p>1.5. Officer support for councillors development</p> <p>What this means in practice Officer/ s of the council have responsibility for co-ordinating councillor development</p>	<ul style="list-style-type: none"> Officer/s job description. Named officer/s in Councillors’ Handbook or other information source that is distributed to councillors and officers. Councillors are able to name the officer who supports their learning and development. Named officer/ officers demonstrate that they have the knowledge and skills to enable councillors to learn and develop effectively. Those responsible for planning learning and development activities for councillors are able to demonstrate their understanding of learning and development in a political context. 	<ul style="list-style-type: none"> Members confirm that there is an officer who supports their learning 	<ul style="list-style-type: none"> Member development and support staff have their own skills development programme Member development and support staff are involved in regional and national learning networks

Member Development Charter & Charter Plus Evidence Guidelines

2. Strategic approach to councillor development			
Elements	Examples of Evidence	Specific Minimum Requirements for Charter	Specific Minimum Requirements for Charter Plus
<p>2.1 Councillor led strategy</p> <p>What this means in practice Representative councillors are involved in the formulation, implementation, monitoring and evaluation of councillor development strategies, possibly through an established all party task group or other all party committee</p>	<ul style="list-style-type: none"> • Written strategy available for viewing. • Minutes of meetings showing monitoring and evaluation of the strategy. • Councillor Reference Group description of their involvement in formulating the strategy. • Overview and Scrutiny Review of the effectiveness of the strategy. • Those involved in formulating the strategy can demonstrate how it links to the corporate objectives and the rationale behind stated priorities. 	<ul style="list-style-type: none"> • Decisions about member development are taken by some form of formally constituted body of members • Strategy identifies priority development needs and makes stated and clear links with council's aims and objectives 	<ul style="list-style-type: none"> • Robust evaluation process is in place and can be evidenced • Evidence that evaluation feedback contributes to review and further development of the strategy
<p>2.2. Councillor roles are clearly defined</p> <p>What this means in practice The various representative roles are clearly defined and councillors are able to describe how they contribute to the achievement of community, political and council objectives.</p>	<ul style="list-style-type: none"> • Councillor role descriptions • Implementation of the political skills framework • Extracts from the constitution outlining councillor roles and responsibilities. • Councillors can describe how they contribute to the work of the council and their local community. 	<ul style="list-style-type: none"> • Members demonstrate an understanding of the skills and knowledge required in their ward and council wide roles • Member role descriptions exist and are maintained for all key roles including ward councillor • Elected members are clear about what the council is trying to achieve and the part they play in this as councillors 	<ul style="list-style-type: none"> • Role descriptions are used to help identify development needs • Evidence that members are clear about <ul style="list-style-type: none"> ○ The role of partner bodies (e.g. LSPs) ○ The role of other stakeholder bodies (e.g. Primary Care Trust) ○ Their own role on partner bodies ○ Their own role in relation to other stakeholder bodies

Member Development Charter & Charter Plus Evidence Guidelines

<p>2.3. Individual Learning and Development Plans</p> <p>What this means in practice The council has a structured process for regularly assessing councillors' Individual learning and development needs based on focused objectives.</p>	<ul style="list-style-type: none"> • Published system used to identify individual needs. • Learning Styles Analysis. • Individual Learning and Development Plans identifying how, when, where and who is responsible for learning and development activity. • 360 Degree Appraisals. • Training Needs Analysis Proforma. • Councillors are able to describe how learning and development activities have helped them to carry out their role and contribute to the achievement of the councils objectives. • Individual Learning and Development Plans link with function and corporate objectives. 	<ul style="list-style-type: none"> • System / process exists to identify individual development needs 	<ul style="list-style-type: none"> • All councillors are offered PDPs and the majority of councillors take them up. • Council has a process for diagnostic reviews (eg, 360 degree reviews or appraisal process) to reflect on strengths and to support progression.
<p>2.4. Political Leadership and Executive Team development and management</p> <p>What this means in practice The council has a structured process for assessing current and future leadership and Executive Team development needs. Development Programmes are put into Place.</p>	<ul style="list-style-type: none"> • Published process used to assess needs. • Learning and Development Plans. • 360 Degree Leadership Audits. • Political leadership development programme. • Events that support team building. • Joint events for executive and senior management. • Succession development programmes/ events. • Courses to support political leadership development. • Community Leadership development courses. • The political leadership can describe actions taken to develop political leadership capacity 	<ul style="list-style-type: none"> • Published process to assess needs • Joint regular events/development plan that support the top team working together corporately & development 	<ul style="list-style-type: none"> • All portfolio holders and spokespersons have undertaken training appropriate to their portfolio area. • Evidence of a programme to develop the next generation of leaders • The top political leadership & management can describe actions taken to develop the political leadership capacity and how they work together as a team

Member Development Charter & Charter Plus Evidence Guidelines

<p>2.5. Committee Learning and Development</p> <p>What this means in practice The council has a structured process for assessing the learning and development needs of all of council committees</p>	<ul style="list-style-type: none"> • Published system used to identify needs. • Learning and development plans. • Councillors on committees can describe learning that has taken place and is due to take place. 	<ul style="list-style-type: none"> • Published system/process to identify needs • Feedback from Members to say it happens 	<ul style="list-style-type: none"> • Explicit all Committee learning & development plans that feed into corporate plan
<p>2.6. Development opportunities are promoted and take into account access requirements.</p> <p>What this means in practice Councillors receive appropriate and adequate notice of development opportunities to allow them to plan in advance. Events are organised at various times, to allow for access by those with work or caring responsibilities. A range of methods are utilised to meet learning needs</p>	<ul style="list-style-type: none"> • A planned timetable of learning opportunities. • A menu of learning opportunities. • Councillors’ newsletters and notices publicising events and information. • Access to knowledge websites. • Examples of events arranged at different times. • Systems to encourage take-up of learning events i.e. use of champions, political whips. • Councillors can give examples of how they receive information about learning opportunities. • Councillors confirm that the council actively removes barriers to inclusion for learning and development activities. 	<ul style="list-style-type: none"> • Timetable of learning opportunities that demonstrate events arranged at different times • Annual programme of development activities published and circulated to all councillors through a variety of channels • Members can give examples of how they receive appropriate and adequate notice of learning opportunities • Training programmes indicate development opportunities available at a range of times allowing access by different groups including those who work 	<ul style="list-style-type: none"> • Evidence that briefing sessions and materials are provided and publicised on emerging issues (e.g. legislative changes, government white papers) • Development opportunities include: <ul style="list-style-type: none"> ○ Mentoring ○ Distance learning materials ○ E-learning methods ○ Internal and external training sessions • At least 90% of all councillors feel they have adequate access to development opportunities
<p>2.7. Joint learning activities with officers, partners and the wider community.</p>	<ul style="list-style-type: none"> • Area Forum / committee learning events. • Cross service development programmes with other bodies i.e. police, health, fire, voluntary sector. 	<ul style="list-style-type: none"> • Members can provide examples of elected members learning with, and from, others from stakeholder organisations. 	<ul style="list-style-type: none"> • Development opportunities are made available across the local government tiers • Achievements gained

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<p>What this means in practice Councillors can provide examples of actions taken to encourage joint development opportunities with key partners, officers and community representatives to enhance closer working relationships and understanding</p>	<ul style="list-style-type: none"> • People from external organisations can provide examples of positive learning events. • Councillors can give examples of achievements gained from joint learning events. 	<ul style="list-style-type: none"> • External partners are involved in relevant training sessions 	<p>from joint learning events</p>
<p>2.8. Corporate Councillor Learning and Development Plan prioritising activities.</p> <p>What this means in practice Bringing together all learning and development plans – individuals, committees, political leadership and teams into a Corporate Plan that is able to prioritise activities according to resources And which links to council’s aims & objectives and the development of elected Members.</p>	<ul style="list-style-type: none"> • Corporate Learning and Development Plan. • Prioritisation document. • Councillor Reference Group able to explain how activities were prioritised. 	<ul style="list-style-type: none"> • Corporate Learning and Development Plan 	<ul style="list-style-type: none"> • Prioritisation document & links to corporate aims & objectives
<p>2.9. Structured Induction process for all new councillors.</p> <p>What this means in practice Councillors who are new to the council and those who take on new roles receive structured and effective</p>	<ul style="list-style-type: none"> • Induction Programme of events/ visits/meetings. • Individual Induction Plans. • Mentor / Peer / Buddy support. • Councillor Handbooks. • Local, Regional, National Learning events. • Intranet / Internet / CD supports. • Councillors can describe their induction 	<ul style="list-style-type: none"> • Induction Strategy & programme of events • Induction programme for new councillors • Councillors can describe their induction processes, what they learned and how the learning has helped them to be effective in their role 	<ul style="list-style-type: none"> • Pre-election briefings for candidates to explain • All new members are offered some form of mentoring Induction programme links to PDP process and on-going development programme

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<p>induction.</p>	<p>processes, what they learned and how the learning has helped them to be effective in their role.</p>		
<p>2.10. Evaluation mechanisms that inform future plans.</p> <p>What this means in practice The council has systems in place that effectively evaluate councillor learning and development activity and identifies the benefits for individuals and the council and areas for improvement</p>	<ul style="list-style-type: none"> • Examples of evaluation mechanisms. • A system for evaluating individual learning and development with examples. • An evaluation process which focuses on outputs (actions), outcomes (results) and continuous improvement. • Councillors can describe how learning and development is evaluated and who is responsible for ensuring the evaluations take place. 	<ul style="list-style-type: none"> • Top political and managerial leadership can describe how training and development is evaluated and who is responsible • Written up outline approach to evaluate elected member training and development with named member and officer responsibilities • Councillors can describe how learning and development is evaluated and who is responsible for ensuring the evaluations take place 	<ul style="list-style-type: none"> • Robust evaluation process is in place and can be evidenced • Some form of impact assessment at the community level exists and is used (e.g. by asking for feedback from partners)
<p>2.11. Councillor Learning and Development Reference Group</p> <p>What this means in practice A cross party group of councillors works with relevant officers to direct and support all councillor learning and development activity.</p>	<ul style="list-style-type: none"> • Cross party Reference Group remit. • Reference Group minutes of meetings showing active involvement of councillors in the learning and development process. 	<ul style="list-style-type: none"> • Cross party Reference Group remit. • Reference Group minutes of meetings showing active involvement of councillors in the learning and development process. 	<ul style="list-style-type: none"> • Quality, Member led approach • Evidence of forward planning

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3. Learning and development is effective in building capacity			
Elements	Examples of Evidence	Specific Minimum Requirements for Charter	Specific Minimum Requirements for Charter Plus
<p>3.1. Councillors learn and develop effectively.</p> <p>What this means in practice Councillors have improved in their confidence and performance in their varied council roles to enhance the performance of the council.</p>	<ul style="list-style-type: none"> Evaluation reports outlining results from councillor learning and development activity. End of event questionnaires. Extracts/ quotes on corporate capacity and councillor development from external inspection reports. Development Programmes showing where appropriate development activities are linked to relevant external standards. Political leaders are able to describe the improvements that learning and development activity has brought to individuals, functions and the council. Individual councillors can describe what they have learned and the difference that it has made to them carrying out their various roles. 	<ul style="list-style-type: none"> Examples of end of event questionnaires Top political and managerial leadership are able to describe the improvements that training and development have brought to the performance of individuals, functions and the council Members can describe why they did certain activities, what they learnt and what difference it has made to them carrying out their various roles as an elected member 	<ul style="list-style-type: none"> Clear process showing how end of event evaluation feeds into impact evaluation and to review and development of the training programme Evidence of post-event follow-up evaluation to assess performance change (e.g. through PDP process)
<p>3.2 Learning is shared with other councillors and where appropriate, with officers and stakeholders.</p> <p>What this means in practice There is a mechanism for the dissemination of learning materials; knowledge</p>	<ul style="list-style-type: none"> Examples of reports, briefing sessions, and information exchange systems used to capture and disseminate learning from learning activities. Programmes of joint learning exchanges. Mentoring arrangements. Hosting Case study visits. Developing councillor champions for topic areas. 	<ul style="list-style-type: none"> Elected members can describe how they have learnt from or shared their learning with their peers, officers and others 	<ul style="list-style-type: none"> Formal process for disseminating information/learning that all Members are aware of and is useful

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<p>exchange; case studies; Action learning, to encourage Capacity building in the council and a Learning Organisation culture.</p>	<ul style="list-style-type: none"> Councillors can give examples of how they have supported the development of others. 		
<p>3.3 Investment in learning and development is evaluated in terms of benefits and impact</p> <p>What this means in practice. The council demonstrates that it periodically evaluates the cost and benefits of councillor learning and Development and the impact that it has had on performance.</p>	<ul style="list-style-type: none"> Evaluation Strategy is in place. Regular reports are compiled analysing costs and benefits to the council from councillor learning and development. Case studies of how learning and development has impacted on performance. Minutes of meetings, focus groups, questionnaires or interviews involving councillors evaluating the impact of their development on performance. Exit interviews with councillors who are not re-elected or leave. Political and managerial leadership display a good understanding of both the costs and benefits of development activities and are able to explain why their commitment to councillor development is worthwhile. 	<ul style="list-style-type: none"> Evaluation strategy in place Case studies of how learning and development has impacted on performance Political and managerial leadership display a good understanding of both the costs and benefits of development activities and are able to explain why their commitment to councillor development is worthwhile 	<ul style="list-style-type: none"> Reports to top political and managerial leadership showing regular analysis of costs of and benefits from member training and development
<p>3.4. Improvements to learning and development activities are identified and implemented</p> <p>What this means in practice Changes are made to learning and development programmes and activities to demonstrate the council's</p>	<ul style="list-style-type: none"> Written reviews of learning and development activities with recommendations for change. Minutes of meetings, reports, personal statements providing examples of improvements to learning activities. Changes to on-going programmes. Councillors can describe what has been done to improve development activities 	<ul style="list-style-type: none"> Minutes of meetings, reports etc providing examples of improvements to learning Top political and managerial leadership can demonstrate continuous improvement in the approach to developing people Elected members and their 	<ul style="list-style-type: none"> Links to Evaluation Strategy



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commitment to a continuously effective councillor learning and development programme	where improvements were needed.	representatives can describe what has been done to improve development activities whenever improvements were needed	
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4. Supporting Councillors			
Elements	Examples of Evidence	Specific Minimum Requirements for Charter	Specific Minimum Requirements for Charter Plus
<p>4.1. Council provides an appropriate level and range of support as well as assisting those with caring responsibilities.</p> <p>What this means in practice The council regularly assesses how it can assist councillors, particularly those with caring responsibilities in terms of suitable allowances and support</p>	<ul style="list-style-type: none"> • Councillors Handbook includes arrangements that support those with caring responsibilities. • Arrangements for maternity and paternity leave. • Arrangements for child care and other caring allowances. • Special leave for issues like long term sickness and bereavement. • Pension arrangements. • Minutes of meetings showing that the council regularly reviews the suitability of allowances and support to councillors to assure people who may be interested in taking up public office. • Crèche facilities. • Induction event for the families of newly elected councillors. • Councillors can give examples of how the council supports those with caring responsibilities 	<ul style="list-style-type: none"> • Councillors Handbook includes arrangements that support those with caring responsibilities. • Top Political and managerial leadership can give examples of how the council supports those with caring responsibilities • Members can give examples of how the council supports those with caring responsibilities • Elected members believe that the council is committed to supporting all councillors and particularly those with family and other caring responsibilities • All councillors have equal access to council premises, facilities and systems 	<ul style="list-style-type: none"> • Evidence that support arrangements for councillors are reviewed on a regular basis and recorded • Support needs of all councillors are assessed, including: <ul style="list-style-type: none"> ○ ICT provision and support ○ Administrative and secretarial support (incl. diary management) ○ Research ○ Casework
<p>4.2. Council examines how council business is conducted to allow for equality of access to key political decision making processes.</p>	<ul style="list-style-type: none"> • Council diary schedules take account of cultural and faith commitments. • Council diary schedules show a range of times for meetings, so that councillors can discharge their duties in such a way so as not to sacrifice caring and employment responsibilities. 	<ul style="list-style-type: none"> • Council diary - times of meetings include both day and evening so that members can discharge their duties in such a way so as not to sacrifice family and employment responsibilities 	<ul style="list-style-type: none"> • Evidence that council reviews its arrangements and timings of meetings and the way it conducts its business to take account of cultural, faith, travel needs and family

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<p>What this means in practice The council regularly reviews how it conducts its business, in terms of when meetings are held and full access to meetings, so that councillors or potential councillors are able to take part in the democratic processes</p>	<ul style="list-style-type: none"> Regular reviews of the number of meetings that are necessary to conduct council business, recognising councillors are often involved in external meetings 	<ul style="list-style-type: none"> Feedback from Members supports an equality of access approach Council diary - scheduling meetings takes account of cultural and faith commitments 	<p>commitments of councillors</p>
<p>4.3. Council holds events for the community to encourage people to become future community leaders.</p> <p>What this means in practice The council actively encourages citizenship and publicises the role of councillors as community leaders as part of promoting local democracy and encouraging under represented groups to take up office</p>	<ul style="list-style-type: none"> Local democracy week action plan, programme of activities and review Youth council Citizenship links with local schools, colleges and universities Presentations at community forum events, and targeting under represented groups, to promote the role of councillors Open days Prospective councillor events Prospective councillor materials, role descriptions – recruitment packs ‘Day in the life of a councillor’ feature in newsletters Top political and managerial leadership can demonstrate that action is taken to encourage people to become councillors, particularly from under-represented groups 	<ul style="list-style-type: none"> Local democracy week action plan, programme of activities and review Youth council Citizenship links with local schools, colleges and universities Prospective councillor events Open days 	<ul style="list-style-type: none"> Top political and managerial leadership can demonstrate that action is taken to encourage people to become councillors, particularly from under-represented groups Prospective councillor materials, role descriptions – recruitment packs Evidence that the Council takes an active role in promoting local democracy Council provides information on the electoral process Evidence that the Council is building links with local businesses and employers to promote the role of the councillor
<p>4.4 Councillors are</p>	<ul style="list-style-type: none"> Briefings on topical issues around central 	<ul style="list-style-type: none"> Briefing / training sessions 	<ul style="list-style-type: none"> Councillors are a source

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<p>provided with development and briefings to enable them to understand and fulfil their role in relation to community involvement and its impact on their wider role as councillors</p> <p>What this means in practice Council provides development and briefings on the changing roles of councillors in relation to the local community and provides councillors with the skills and understanding they need to meet this challenge</p>	<p>government policy affecting community empowerment and involvement</p> <ul style="list-style-type: none"> • Councillors understand their roles in promoting social enterprise • Councillors are updated on developments in a range of ways • Councillors understand the impact on their role as community leaders. • Training / development in facilitation, brokering, decision-making and influencing skills. • PDPs identify what development individual councillors need to enable them to meet the challenge. 	<p>and materials are provided on topical issues</p> <ul style="list-style-type: none"> • Councillors are actively engaged in community leadership activities 	<p>of knowledge, both internally and externally, and share their perspectives on new initiatives and Government policies to update others</p>
<p>4.5 Councillors are provided with the skills to enable them to fulfil their role as leaders of an organisation</p> <p>What this means in practice Councillors are developed so that they can play a full part in the debate/decision making process around increasing organisational effectiveness, productivity and efficiency, including providing challenge</p>	<ul style="list-style-type: none"> • Councillors understand what is meant by “Productivity” and “Efficiency” • Councillors understand the financial management reports/information they are provided. • Councillors understand the importance of effective procurement • Councillors are aware of the opportunities from trading and charging 	<ul style="list-style-type: none"> • Councillors can provide examples of learning and development activities to support effective procurement decision-making 	<ul style="list-style-type: none"> • Councillors can provide examples of where learning and development activities have supported them in identifying appropriate funding streams available to councils/wards

The Political Skills Framework a councillor's toolkit



Created by Professor Jo Silvester
for the Local Government Association (LGA)



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Introduction

Councillors by their very nature have strong leadership instincts and we must continuously develop those skills to ensure that we are able to meet the challenges, opportunities and risks that come with the Localism agenda. Government has given us a set of tools with which to lead and it has never been as important to properly equip Members to take full advantage of these new powers and provide genuine local leadership in our towns, cities and villages.



The landscape is far more complex than it was a decade ago and local government has a democratic right to provide leadership across a geographic area, not confined to local government services, but a right to influence every aspect of services provided locally.

Developing new leadership skills to meet this challenge is vital and it is through shared learning that Councillors can and will maximise the opportunity to provide genuine local leadership of place

At the Local Government Association we believe that great leaders make great places. In 2004 when we commissioned the first version of the political skills framework there had been very little research into what traits and skills define great local political leaders. The aim of this framework is to provide a foundation for the support and development we offer to our elected members. We are proud to be producing the third iteration of the political skills framework as we aim to keep pushing forward the thinking and development of political support for councillors.

Councillor Richard Stay

Lead Member on Leadership Development,
Improvement Board LGA
Executive Member,
Central Bedfordshire Council
Chairman, Improvement East

What is the Political Skills Framework and why was it developed?

To be effective in any job you need to know what is required of you and have the knowledge and skills to achieve it. Teachers, doctors, plumbers and chief executives are not born with the knowledge and skills they need for their jobs – these are learned, practised and improved over time. The Political Skills framework sets out the key knowledge and skills needed to support new and experienced councillors in their efforts to develop the knowledge and skills to be effective in their role.

The framework was originally drafted in 2004 and revised again in 2007 in recognition of the substantial culture change in attitudes towards political roles and how they should be carried out. This included growing recognition of the need for training and development among councillors themselves.

The latest version of the framework reflects the fact that whilst councillors' responsibilities may remain largely unaltered, they have evolved over time and the political and social environment in which they carry out these responsibilities has changed fundamentally. New council structures, vastly increased use of new technology and social media, public sector spending cuts, and rising public expectations (to name but a few) are all having a profound effect on how councillors undertake their role.

Political Skills toolkit II

The Political Skills toolkit (PSF) is designed to support local councillors and those working with them in their efforts to review and support individual development needs. The tool-kit contains:

1. A revised easy-to-access political skills framework that takes account of changes in councillors' roles prompted by recent developments in local government and the wider social context.
2. Self-reflective learning reviews based on each of the PSF skill sets that can be used by councillors to identify their own areas of strength and areas for development.



Six core skills for councillors

There are six core skill areas for all councillors in this tool-kit. Depending upon your specific role as a councillor the circumstances and contexts within which you apply these skills may vary, the core skill areas will remain relevant for all councillors.

Local leadership

This refers to the need for councillors to engage with members of their community in order to learn about issues of local concern and help to facilitate a vision for the locality. It involves encouraging trust and respect between individuals and groups by mediating fairly and constructively between different organisations and sections of the community.

Partnership working

This aspect of the councillor role focuses on the need to build good relationships with others (i.e. colleagues, officers, community groups and other organisations) by identifying and working collaboratively to achieve shared goals. It recognises the need for councillors to recognise and value different contributions, delegate or provide support as required, and to take a long-term view in developing partnerships.

Communication skills

This skill area recognises the need for councillors need to demonstrate excellent communication skills across many different settings, including the ability to listen sensitively and use appropriate language with different groups. Councillors must also communicate regularly and effectively with all parts of their community using different forms of media.

Political understanding

This skill set recognises the need for councillors to develop a range of political skills in order to communicate their values, promote a political vision, and encourage democratic processes and public engagement. It recognises that councillors need to work across group boundaries at times, yet still be able to maintain their own political integrity.

Scrutiny and challenge

Scrutiny and challenge is an important day-to-day aspect of the councillor role. Councillors need to act as a critical friend by identifying opportunities for scrutiny inside and outside the council, and by providing constructive challenge and feedback to others. To be effective in this role, councillors need to analyse information quickly and present arguments that are concise, meaningful and easily understood.

Regulating and monitoring

This skill set relates to the more judicial aspects of the role that require councillors to understand their legal responsibilities and follow protocol when evaluating arguments and making decisions. Not only do councillors need to balance public needs and local policy, they must also monitor progress and seek feedback on their own learning needs.

Positive and negative indicators

Each of the skill set definitions describe what is expected of councillors if they are to be effective and influential in their role. It is recognised that there is no ‘one best way’ to be a councillor. Each member will approach their role as a community leader in a very different way from their colleagues, but by discussion with over 350 members and officers the indicators below reflect commonly held views about what might be considered excellent and poor councillor behaviour.

Positive (desirable) behaviours and Negative (undesirable) behaviours are included for each of the skill sets. No member could be expected to demonstrate excellent levels of positive behaviour all of the time, and never demonstrate any Negative behaviour, but excellent councillors generally demonstrate far more Positive than Negative characteristics.

These behaviours are described as positive and negative indicators because they provide an indication of the types of behaviour that councillors associate with excellent and poor performance. They are not meant to be prescriptive – but rather to help councillors and those who work with them reflect on how they perform their role and how what they do fits with each of the skill areas. They also provide a way to foster a shared understanding of what constitutes excellent councillor performance among the wider community.

Why are there negative indicators?

In any role it is just as important to be clear about what we think is unacceptable or poor behaviour as it is to be clear about what we view as excellent. Although there may be some difference of opinion, this work has helped us to understand the views most people share. For example, we know that behavioural integrity is important because most of the people we interviewed considered it unacceptable for members to change their views just to fit with the views of those in power. Neither was it considered appropriate for them to act in a way that did not reflect their values or those of their political group.



Local leadership

“People can elect their councillor confident in the knowledge that they will be able to act on the issues they care about and have campaigned on.”

(A Plain English Guide to the Localism Act, November 2011, p.5)

Positive

- ✓ Engages with their community, canvasses opinion and looks for new ways of representing people
- ✓ Keeps up-to-date with local concerns by drawing information from diverse sources, including hard to reach groups
- ✓ Encourages trust and respect by being approachable, empathising and finding new ways to engage with others
- ✓ Creates partnerships with different sections and groups in the community and ensures their involvement in decision-making
- ✓ Mediates fairly and constructively between people and groups with conflicting needs
- ✓ Works with others to develop and champion a shared local vision

Negative

- ✗ Doesn't engage with their community, waits to be approached and is difficult to contact
- ✗ Maintains a low public profile, not easily recognised in their community
- ✗ Treats groups or people unequally, fails to build integration or cohesion
- ✗ Has a poor understanding of local concerns and how these might be addressed
- ✗ Concentrates on council processes rather than people
- ✗ Is unrealistic about what they can achieve and fails to deliver on promises



Self reflective learning

How do I see myself as a ward member?	
<p>What do you think are your particular strengths? (eg, what do you bring to the role of councillor that you think is particularly good?)</p>	<p>Prompts...</p> <p>How is my role changing and what is driving that change</p> <p>What sections of my community have I engaged with and canvassed opinion?</p> <p>How have I looked for new ways of representing people?</p> <p>How up-to-date am I on local concerns?</p> <p>Would others see me as approachable?</p> <p>Who have I built partnerships with?</p> <p>When did I last act as a mediator?</p> <p>How do I champion others' needs?</p>
<p>Can you illustrate these strengths by writing down examples of things you think you have done well over the past year?</p>	
<p>In which of these areas would you like to improve and how?</p>	

Partnership working

Positive

- ✓ Works proactively to build good relationships with colleagues, officers, community groups and other organisations
- ✓ Emphasis on achieving shared goals by maintaining focus and mobilising others
- ✓ Knows when to delegate, provide support or empower others to take responsibility
- ✓ Makes people from all backgrounds feel valued, trusted and included (eg, says 'thank you')
- ✓ Understands and acts on their role in building and shaping key partnerships at local, regional and national levels
- ✓ Understands how and when to assert authority to resolve conflict or deadlock effectively

Negative

- ✗ Prefers to exert control and impose solutions by using status rather than through persuasion and involving others
- ✗ Fails to recognise or make use of others' skills and ideas
- ✗ Typically avoids working with people with different views or political values
- ✗ Prefers to act alone and fails to engage or network with others
- ✗ Often uses divisive tactics to upset relationships within their group, or council policies and decisions
- ✗ Defensive when criticised, blames others and doesn't admit to being wrong



Self reflective learning

How am I at working in partnership?

What do you think are your particular strengths in this area? (Eg, what do you bring to this area of your as a councillor that you think is particularly good?)

Prompts...

- Do I have good relationships with colleagues and officers?
- How do I help others build partnerships?
- How do I support and empower others?
- Do I value and include people from different backgrounds?
- What networks and partnerships have I developed?
- Do I stay calm and focused under pressure?
- Am I engaging with all relevant groups within my ward?

Can you illustrate these strengths by writing down examples of things you think you have done well over the past year?

Which of these areas would you like to improve and how?

Communication skills

Positive

- ✓ Provides regular feedback to people, making sure they are kept informed and manages expectations
- ✓ Regularly informs and communicates with their community using all available media (eg, internet newsletters and email)
- ✓ Listens to others, checks for understanding and adapts their own communication style as required
- ✓ Creates opportunities to communicate with different sectors, including vulnerable and hard to reach groups
- ✓ Speaks confidently in public settings (eg, in council and community meetings, and the media)
- ✓ Communicates clearly in spoken and written forms (eg, uses appropriate language and avoids jargon or 'council speak')

Negative

- ✗ Slow to respond to others; tends to communicate only when necessary
- ✗ Doesn't listen when people are speaking and uses inappropriate or insensitive language
- ✗ Communicates in a dogmatic and inflexible way
- ✗ Unwilling to deliver unpopular messages, uses information dishonestly to discredit others
- ✗ Tends not to participate in meetings and lacks confidence when speaking in public
- ✗ Presents confused arguments using poor language and style



Self reflective learning

How am I at communicating with others?

What do you think are your particular strengths in this area? (eg, what do you bring to this area of your role as a councillor that you think is good?)

Prompts...

- How regularly do I communicate with different sections of the community?
- What different methods do I use to communicate?
- How well do I listen and adapt to others?
- Do I feel comfortable using technology to communicate with people?
- Am I confident when speaking in public?
- Do I feedback regularly to others to keep them informed?

Can you illustrate these strengths by writing down examples of things you think you have done well over the past year?

Which of these areas would you like to improve and how?

Political understanding

Positive

- ✓ Demonstrates a consistency in views and values through their decisions and actions
- ✓ Helps to develop cohesion within and between different groups and also between different groups and the council
- ✓ Clearly communicates political values through canvassing and campaigning
- ✓ Actively develops their own political intelligence (eg, understanding local and national political landscapes)
- ✓ Looks for ways to promote democracy and increase public engagement
- ✓ Is able to put party politics aside and work across political boundaries when required, without compromising political values

Negative

- ✗ Lacks integrity, has inconsistent political values and tends to say what others want to hear
- ✗ Puts personal motives first or changes beliefs to match those in power
- ✗ Has poor knowledge of group manifesto, values and objectives
- ✗ Fails to support political colleagues in public
- ✗ Doesn't translate group values into ways of helping the community
- ✗ Lacks a clear political vision of what they would like to achieve



Self reflective learning

How am I at political understanding?

What do you think are your particular strengths in this area? (eg, what do you bring to this area of your role as a councillor that you think is particularly good?)

Prompts...

- How have I promoted democracy and increased public engagement?
- Are my values clear and reflected in what I do?
- How do I build cohesion between members of my own group?
- Can I work effectively in other political environments (eg, outside council)?
- How have I developed my political intelligence?
- How well do I work with people with different views and values?

Can you illustrate these strengths by writing down examples of things you think you have done well over the past year?

Which of these areas would you like to improve and how?

Scrutiny and challenge

Positive

- ✓ Identifies areas suitable for scrutiny and ensures that citizens and communities are involved in the scrutiny process
- ✓ Quickly understands and analyses complex information
- ✓ Presents concise arguments that are meaningful and easily understood
- ✓ Understands the scrutiny process, asks for explanations and checks that recommendations have been implemented
- ✓ Objective and rigorous when challenging process, decisions and people
- ✓ Asks challenging but constructive questions

Negative

- ✗ Doesn't prepare well or check facts and draws biased conclusions
- ✗ Too reliant on officers, tends to back down when challenged
- ✗ Fails to see scrutiny as part of their role
- ✗ Too focused on detail, doesn't distinguish between good, poor and irrelevant information
- ✗ Uses scrutiny resources inappropriately (eg, on issues over which they have no influence)
- ✗ Overly aggressive: prefers political 'blood sports' to collaboration and uses scrutiny for political gain

Self reflective learning

How am I at scrutiny and challenge?

What do you think are your particular strengths in this area? (eg, what do you bring to this area of your role as a councillor that you think is particularly good?)

Prompts...

- How do I engage in scrutiny as an everyday part of my role?
- What new areas have I identified for scrutiny?
- How do I deal with new information?
- Are my arguments always concise, meaningful and easily understood?
- Am I constructive in my criticism?
- Am I fair, objective and rigorous when challenging processes or people?

Can you illustrate these strengths by writing down examples of things you think you have done well over the past year?

Which of these areas would you like to improve and how?

Regulating and monitoring

Positive

- ✓ Understands and acts on their judicial role in meeting legal responsibilities (eg, duty of care, corporate parenting)
- ✓ Uses evidence to evaluate arguments and make independent, impartial judgements
- ✓ Chairs meetings effectively, follows protocol to make sure all views are explored and keeps process on track
- ✓ Follows legal process, balances public needs and local policy
- ✓ Monitors others' performance and intervenes when necessary to ensure progress
- ✓ Is committed to self-development, seeks feedback and looks for opportunities to learn

Negative

- ✗ Doesn't declare personal interests, makes decisions for personal gain
- ✗ Fails to check facts or consider all sides and makes subjective or uninformed judgements
- ✗ Leaves monitoring and checks on progress to others
- ✗ Makes decisions without taking advice, considering regulations or taking account of wider issues
- ✗ Understands and abides by the councillor's code of conduct
- ✗ Misses deadlines, leaves business unfinished and lacks balance between council and other commitments



Self reflective learning

How am I at regulating and monitoring?

What do you think are your particular strengths in this area? (eg, what do you bring to this area of your role as a councillor that you think is particularly good?)

Prompts...

- How well do I understand and act on my judicial role? (eg, corporate parenting)
- How effectively do I chair meetings?
- Do I know enough about legal process?
- Are my judgements based on evidence?
- Do I monitor others to ensure progress?
- When have I sought feedback or looked for opportunities to learn?

Can you illustrate these strengths by writing down examples of things you think you have done well over the past year?

Which of these areas would you like to improve and how?

Some questions and answers

All these behaviours look very daunting, aren't they a little unrealistic?

There are many different ways in which local councillors can perform their roles well, and no two councillors are likely to perform their roles in exactly the same way. Every member has their unique areas of strength as well as areas they would like to improve.

Councils may of course require different sets of skills at different times – and since a council is a team whilst it may be desirable for all members to have all the skills it isn't always necessary that they do. For example, if the Leader is not a particularly inspired communicator, s/he could ask a colleague to handle the media or major presentations while the Leader concentrates on using their strengths elsewhere.

The PSF provides a starting point for individual councillors to reflect on their own skill profile, before deciding what they want to develop and how. Some councillors might decide that they want to be excellent in all areas, whereas others might prefer to focus on one or two key areas.

One important message from the work that went into creating the PSF, is that there are common views about what makes a good or a poor councillor and, wherever possible, councillors should strive to demonstrate Positive rather than Negative behaviours.

Learning prompt for councillors



Think about the way you perform your role. Focus on one of the skill areas and decide whether you (or others) would rate this as an area of strength. Can you recall any recent occasions when you have demonstrated any of the Positive characteristics for this skill set? Have there been times when you have used negative behaviours? Are any of the behaviours surprising? Also take time to think about your own personal values – does your behaviour always reflect what you believe? When is it difficult to act with integrity? Do you think that some styles of behaviour are not appropriate in politics – or does 'anything go'?

Can I change some of these characteristics?

These characteristics are based on the views of over 350 elected members and officers. However, they are not prescriptive; they provide a base for members and officers to consider their own unique council structure, culture and context. You may decide that the culture of your own authority influences the way in which members are expected to behave towards officers, for example, or the way in which political groups communicate with one another.

Learning prompt for councillors



Think about the behaviour of your political colleagues. How might their behaviour reflect the council's culture? For example, do members generally keep up-to-date with community issues and local concerns? What support is provided to help them to do this? Are there reasons why some members are not as able to keep as up-to-date with these issues as other members?

Why is political understanding included?

Most councillors are affiliated to a political party. Even if standing as an Independent, values form an important guide for the electorate in deciding how to vote. Political systems are at the heart of local government and to be successful, councillors must be able to understand the processes by which decisions are taken and how influence is exerted.

However, there is also an ongoing need for political skill with a small 'p'. Political skill means being able to influence and persuade others, and the ability to mobilise support to achieve objectives. Members must be able to work in political environments inside and outside the council.

Learning prompt for councillors: How do the political parties in your local authority work together? Is there the opportunity for cross-party working? In what way does this impact on the success of large council projects?

Using the Political Skills Framework

The PSF can be used in many different ways and in many different areas. As part of our reviews we have asked members and officers how they have used the PSF, these were some of the examples they gave:

- member induction
- training and development programmes
- self-review
- 360-review systems
- mentoring
- learning materials
- personal development plans
- development centres.

For example, Irene MacDonald (a former councillor and member peer) has used the PSF for new councillor induction: drawing up and delivering a programme of training linked to the PSF. She has also used it for work with political groups to stimulate discussion. Irene says this works very well because it encourages the political group to share their perceptions of the group's strengths and where they could develop further. This has led to action plans focusing on what is needed to achieve organisational development.

In the full report there are case studies which describe how the PSF has been used as basis for creating bespoke development activities for councillors.

Learning resources

There is also a growing array of learning resources available to councils and councillors and most local councils will already have many resources to draw upon. However, learning and development should be based on a needs analysis and the learning objectives clearly described. The PSF provides a basis for conducting individual and organisational learning needs analyses. Once the needs have been identified the types of development opportunities available might include:

- member handbooks
- new councillor handbook
- induction training
- officer briefings
- guidance notes
- e-learning resource packs
- workshops/seminars
- external training and know-how
- work shadowing
- visits to other councils
- mentoring and coaching
- training
- learning needs analysis
- 360-degree review.

Over to you

This toolkit is a starting point. It can be used with new members to help them understand their roles as well as a base for member reviews and personal development planning. We encourage you to innovate and adapt the materials for your own use. Our ultimate aim is to support and enhance the performance of local councillors in what can be a complex and isolated role.

Useful contacts – update

Councillor development contacts in:

- Local Government Association
Political Mentoring Toolkit –
download from:
<http://tinyurl.com/btjk2l4>
- SOLACE
- SEEMP
- Work Psychology Partnership:
info@workpsychologypartnership.com
<http://www.workpsychologypartnership.com/>





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please contact us on 020 7664 3000.
We consider requests on an individual basis.

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MEMBER DEVELOPMENT

REPORT FOR:

PANEL

Date:

3 April 2014

Subject:

Plans for the:

1. Members' Key Facts Booklet 2014
2. Members' Welcome Evening 2014
3. Members' Handbook 2014
4. Member Induction Training Programme 2014

**Responsible
Officers:**

Elaine McEachron, Democratic and
Electoral Services Manager

Jon Turner, Divisional Director of Human
Resources & Development and Shared
Services

Exempt:

No

Enclosures:

Appendix A – Draft Members' Key Facts
Pack: May 2014 (To Follow)

Appendix B – Programme for the Members'
Welcome Evening

Appendix C – Draft Members' Handbook
(To Follow)

Appendix D – Member Induction Training
Events June - December 2014

Section 1 – Summary

This report provides an update on plans plans for Member Induction in 2014 following the local elections on 22 May 2014.

RESOLVED: That:

- (1) the report be noted;
- (2) the Panel comment on progress to date.

Reason (for recommendation): To keep Members informed of the proposals for Member development and Member Induction in the lead up to the 2014 Local Elections and thereafter.

Section 2 – Report

The following plans for Member Induction have been reported to and agreed by the Member Development Panel and have been submitted to the Corporate Strategy Board, for information.

2.1 Draft Members’ Key Facts Pack 2014

The pack provides key information and forms for completion by newly elected/returning Councillors and will be distributed to all elected Councillors at the Count on Friday 23 May 2014 following the declaration of results. (Please refer to Appendix A – pages)

2.4 Members’ Welcome Evening - 29 May 2014, 5.00 – 9.00 pm

The Programme for the Welcome Evening is attached for the Panel’s information. (Please refer to Appendix B – pages)

2.5 Draft Members’ Handbook

The handbook is in the process of being finalised. A draft copy is attached for comment. (Please refer to Appendix C – pages)

2.6 Member Induction Programme for 2014/15

It is intended that both new and returning Members will have completed all Mandatory training, key IT and skills training within the first 6 months of being elected, ie by December 2014.

We will use feedback from the Members' Training Needs Analysis to help shape the programme of training for 2015 and beyond. (Please refer to Appendix D - pages)

Section 3 – Financial Implications

Funding for the Member Induction activities and events in this report will be contained within existing budget provision.

Section 4 - Equalities implications

Was an Equality Impact Assessment carried out? No

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

The panel is invited to comment on how to ensure that the Member Development process is inclusive for all new and existing members. These comments will be used to ensure that the process addresses any equality implications.

Section 5 – Corporate Priorities

This report sets out the Induction and Training programme for Councillors, which support the Corporate Priorities.

Section 6 - Statutory Officer Clearance

Name: Steve Tingle	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 20.3.14		
Name: Sarah Wilson	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 20.3.14		

Section 7 - Contact Details and Background Papers

Contact: Manize Talukdar, Democratic & Electoral Services Officer /Daksha Ghelani, Senior Democratic Services Officer.

Tel: 020 8424 2323/1881

Email: manize.talukdar@harrow.gov.uk/daksha.ghelani@harrow.gov.uk

Background Papers: 2010 Members' Handbook & Induction Programme, 2010 Members' Essentials Pack, Member Development Panel Agenda & Minutes, 1 October 2013 & 4 February 2014.

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Members' Welcome Evening

29 May 2014 - 5.00 to 8.30 pm

Time	Event & Location			
5.00 – 6.00 pm	Arrivals, Refreshments & Robe Fitting - Members' Lounge			
6.00 – 6.20 pm	A Welcome from the Interim Head of Paid Service - Council Chamber			
6.20 – 6.30 pm	A brief talk by members of the Harrow Youth Parliament (TBC)			
Time	Group A	Group B	Group C	Group D
6.30 – 7.00 pm	Code of Conduct & Constitution Signing of the Declaration of Office Register [Room 1&2]	Photos [Room 3]	A Brief History of Harrow [Mayor's Parlour]	Overview of Security & IT [Room 5]
7.00 – 7.30 pm	Photos [Room 3]	Code of Conduct & Constitution Signing of the Declaration of Office Register [Room 1&2]	Overview of Security & IT [Room 5]	A Brief History of Harrow [Mayor's Parlour]
7.30 – 8.00 pm	A Brief History of Harrow [Mayor's Parlour]	Overview of Security & IT [Room 5]	Photos [Room 3]	Code of Conduct & Constitution Signing of the Declaration of Office Register [Room 1&2]
8.00 – 8.30 pm	Overview of Security & IT [Room 5]	A Brief History of Harrow [Mayor's Parlour]	Code of Conduct & Constitution Signing of the Declaration of Office Register [Room 1&2]	Photos [Room 3]
8.30 pm	Refreshments and Networking in the Members' Lounge			

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Dates for your Diary!

Member Development Training Dates – May to December 2014

DATE/TIME/ VENUE	TITLE	Target Audience	DELIVERED BY
Monday 2 June 7.00 pm	The Constitution, Decision-Making & Governance (CR 1&2)	Open to all Members	Jessica Farmer, Head of Legal Practice
Tuesday 10 June 7.00 pm	Code of Conduct & the Constitution (CR 1&2)	Mandatory for all Members	Jessica Farmer, Head of Legal Practice
Wednesday 11 June 7.00 pm	Planning (CR5) OR Local Government Finance (CR 1&2)	Mandatory for all Members of the Planning Committee	Beverly Kuchar, Head of Development Management and Building Control & Abiodun Kolwole, Senior Lawyer - Planning & Environmental Law Simon George, Director of Finance & Assurance
Monday 23 June 7.00 pm	Overview & Scrutiny (CR 1&2) OR Local Government Finance (CR 5)	Open to all Members, aimed particularly at new & co-opted Members of O&S	Lynne Margetts, Scrutiny Service Manager

Appendix D

DATE/TIME/ VENUE	TITLE	Target Audience	DELIVERED BY
Monday 30 June 7.00 pm	Equalities and Diversity (CR 1&2)	Mandatory for all Members	Mohammed Ilyas, Equalities & Diversity Policy Officer
Tuesday 1 July 7.00 pm	Licensing (training will take place at the first meeting of the Licensing & General Purposes Committee) (CR 1&2)	Mandatory for all Members of the Licensing Panel	Paresh Mehta, Senior Lawyer Litigation & Richard Le-Brun Environmental Services Manager
Tuesday 29 July 7.00 pm	Chairing Skills (CR 1&2)	Open to all Members, aimed particularly at Chairs & Vice-Chairs of Committees	Sara Jordan, The Impact Factory
Wednesday 30 July 7.00 pm	Confident Public Speaking (CR 1&2)	Open to all Members	Sara Jordan, The Impact Factory
Thursday 31 July 7.00 pm	Data Protection, Data Security & Freedom Information (CR 1&2)	Mandatory for all Members	Stephen Dorrian, Senior Lawyer & Rahim St John, Head of Business Transformation Partnership
Tuesday 2 September 7.00 pm	Working With Officers/Member Officer Relations (CR 1&2)	Open to all Members	Tbc
Tuesday 9 September 7.00 pm	Safeguarding Adults (CR 1&2)	Mandatory for all Members	Sue Spurlock, Manager Safeguarding Adults Services

Appendix D

DATE/TIME/ VENUE	TITLE	Target Audience	DELIVERED BY
Monday 29 September 7.00 pm	Safeguarding Children (CR 1&2)	Mandatory for all Members	Elizabeth Major, LSCB Senior Professional
Monday 6 October 7.00 pm	Members' Quarterly Briefing: Table 1 – Social Media Protocol Table 2 – Local Information System Table 3 – My Harrow/The Council's Intranet & Intranet (CR 1&2)	Open to all Members	Jessica Farmer, Head of Legal Practice Solakha Lal, Corporate Management Information Officer Tbc
Monday 27 October 7.00 pm	Council Tax & Housing Benefit (CR 1&2)	Open to all Members	Fern Silverio, Div Director Collections & Benefits
Tuesday 28 October 7.00 pm	Customer Services & Complaints (CR 1&2)	Open to all Members	Jonathan Milbourn, Head of Customer Services & Access Harrow
Thursday 30 October 7.00 pm	Working with the Community & Voluntary Sector (CR 1&2)	Open to all Members	Marianne Locke, Divisional Director, Community & Culture & Kashmir Takhar, Service Manager Community Sector Services
Tuesday 4 November 7.00 pm	Managing Casework (CR 1&2)	Open to all Members	Tbc

Appendix D

Monday 15 December 7.00 pm	Emergency Planning (CR 1&2)	Mandatory for all Members	Kan Grover, Head of Emergency Planning & Business Continuity
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Important Information

How To Book Yourself On Training

MyLearning Portal – All Members should use the self-service, MyLearning Portal to book themselves on the above training sessions. Please refer to your copy of the **MyLearning Guide**, which provides screen shots designed to help you navigate through the Portal.

Attendance At Training Sessions

Minimum Enrolment Numbers – Please note that the minimum enrolment number for each training session is 5 Members.

Sessions with fewer than 5 enrolments will be automatically cancelled and participants notified via an email alert 5 working days before the scheduled date.

Attendance & Evaluations – All Members should sign-in the register and complete an evaluation form for each training session they attend.

Additional Training Sessions

Using Harrow's IT Facilities – There will be a weekly drop-in session throughout June 2014, from **6.00-9.00 pm** in **Room M28** covering how to use Harrow's IT facilities. **The sessions will take place on the following dates: ??**

The Corporate Learning & Development Programme – in addition to the above training sessions, Members will have the option of attending training modules from the Corporate Learning & Development Programme for council staff, also accessible through the MyLearning Portal.

For Further information, please contact Member Development on: Tel: 020 8424 1323 OR Email: member.development@harrow.gov.uk