

## LONDON BOROUGH OF HARROW

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

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

1.1 Not applicable

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

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

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

**REASON:** To ensure a cost effective co-ordinated approach

### 3. Consultation with Ward Councillors

3.1 Not Applicable

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

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

## 5. **Relevance to Corporate Priorities**

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

## 6. **Background Information and options considered**

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

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

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

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

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

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

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

### 6.6 **Member Development Budget**

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

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

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

## 7. **Consultation**

- 7.1 None

## 8. **Finance Observations**

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

## 9. **Legal Observations**

- 9.1 No legal comment

## 10. **Conclusion**

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

## 11. **Background Papers**

- 11.1 Minutes of the Member Development Panel of 15<sup>th</sup> April 2003

## 12. **Author**

- 12.1 Maggie Rees, Training and Development Manager

**Appendix 1  
Annual Cycle, Roles and Responsibilities – Member Development**

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