

Meeting:	Member Development Panel
Date:	13 th September 2006, revised October 2006
Subject:	Annual development programme
Key decision:	No
Responsible Chief Officer:	Paul Najsarek, Director, People, Performance and Policy
Relevant Portfolio Holder:	Councillor Jean Lammiman
Status:	Part 1
Ward:	Not Applicable
Enclosures:	None

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

1.1 Not applicable

2. <u>Recommendations</u>
2.2. To discuss the draft proposals and approve the member development programme for 2006 – 2010
2.3. To consider appropriateness, content and frequency of sessions
REASON: the programme takes needs and recommendations into account.

3. **Consultation with Ward Councillors**

3.1 Not Applicable

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

- 4.1 Following the evaluation of the member induction programme, which started in May 2006 there is a need to provide members with further development support, as identified by members during the evaluation and training needs analysis (Appendix Four).
- 4.2 Comprehensive Performance Assessment, previously undertaken in 2002, is scheduled for November 2006. CPA identifies the need to develop leadership capacity at both Officer and member level and this report sets out a draft programme to achieve this.
- 4.3 The IDeA Member Development Charter, signed in 2003, marks the council's commitment to member development. The attached Member Development Strategy (Appendix One) details this commitment and the strategic positioning. This will be reviewed annually.
- 4.4 The Learning and Development Programme for Elected Members (Appendix Two) and the Learning and Development Schedule (Appendix Three) details the proposed training for the period 2006-2010.

5. **Relevance to Corporate Priorities**

- 5.1 The Council is committed to achieving the following corporate priorities as per the Corporate Plan 2006-09. The attached strategy and programme is integral to meeting these priorities:
- 5.2 Making Harrow safe, sound and supportive
- 5.3 Getting Harrow Moving
- 5.4 Protecting our precious environment
- 5.5 Tackling waste & giving real value for money
- 5.6 Empowering Harrow youth
- 5.7 Giving more choice in sport, leisure & amenities

6. **Background Information and options considered**

- 6.1 **Feedback following 2006 Induction** Members views on the 2006 induction programme have been sought in order to inform the Member Development Strategy and identify key areas and priorities for the Learning and Development Programme 2006-2010.. A total of 8 evaluation forms were returned by Members and confirmed that the induction programme was well received(see Appendix Four). Below is a summary of the areas identified to be included in the Learning and Development Programme:

Essential training on representing the Council on outside bodies
Performance monitoring and data quality management
Leadership
Freedom of Information
Harrow Strategic Partnership
Government Policy for Local Government (white paper)
Inspection regimes including Corporate Assessment and JAR
Member's constituency role and dealing effectively with constituency problems
IT training
Member's role in Scrutiny, Development Control and Planning
Chairing meetings
Report writing
Council rules and procedure
Issues pertaining to "Enforcements"
Communications
Finance

HR Management (Chief Officers Panel)
Technical Matters regarding Local Government
Information on how the Council Department work
Plan working papers
Legal aspects

6.2 **2006 – 2010 Learning and Development Programme for Elected Members** is designed to underpin the Council's strategy for Member Development. The programme clearly identifies statutory and recommended training in addition to briefings designed to improve the knowledge of Members on local government framework, practice and inspection regime. These have been incorporated into a draft programme and set out in, Appendix Three.

6.3 In order to ensure that the programme continues to reflect the changing needs of members and the council, the process of planning, monitoring and co-ordination of additional requests will be agreed with the Member Development Panel and confirmed by the Service Manager, Learning and Development.

6.4 The programme aims to avoid clashes with religious festivals and other Council meetings wherever possible. This however is very difficult and it is likely that changes to Council meetings will necessitate changes to the programme.

6.3 The programme will be largely provided through in-house speakers and will be designed to minimise costs wherever possible e.g.catering, accommodation, equipment and printing costs etc. However external speakers are being sought where appropriate, and in line with the budget for 2006-07.

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.

9. **Legal Observations**

9.1 No legal comments

10. **Conclusion**

10.1 A structured approach to member development is a key component in the CPA and in achieving the corporate plan. The programme as outlined in Appendix Two and Three will meet the identified needs and recommendations of the members and senior officers.

11. **Background Papers**

11.1 None

12. **Author**

12.1 Lindsey Blundell, Service Manager, Learning and Development

Harrow Council Member Development Strategy 2006 to 2010

The Vision

Through the work of the Member Development Panel the Council aims to adopt a member led strategic approach to Elected Member development. Harrow Council is fully committed to supporting the development of Elected Members and this Member Development Strategy seeks to provide the link between Elected Members' plans and the Council's corporate objectives.

Background

In 2003 the Council confirmed its commitment to Elected Member development as outlined by the IDeA Charter by striving towards:

- A member development programme which ensures that members can fulfil their responsibilities to the local community and provide clear leadership and effective scrutiny of local council functions. This may be done in conjunction with the IDeA or other component agencies.
- All members made aware of the training and development opportunities available
- An internal process to identify individual needs, which involves Members
- Individual Learning Accounts for Members which provide a minimum of five days training and development each year to meet the vision of the authority
- Adequate resources to meet the objectives of the training and development from both internal and external resources
- An assessment of how we can assist members with personal commitments that might impact on their ability to carry out their role and responsibilities, through the provision of suitable allowances and support
- A willingness to support the programme to external scrutiny to check its effectiveness and to share information and good practice with other councils and agencies
- An opportunity each year to examine the way that we conduct our business and the commitments we place on elected members so that those with family and work commitments can come forward to serve their community.
- The implementation of a Member Development Strategy and Learning and Development Programme that clearly identifies the difference development activities will make.

Strategic Positioning

The Member Development Strategy sets out the main requirements for the term (2006-2010) and is underpinned by a Learning and Development Programme of events which outlines the framework that will provide Elected Members with additional knowledge and skills. The implementation of the programme will enable them to help shape and develop the corporate agenda in partnership with senior officers to support the successful achievement of the Council's corporate objectives.

Both the Member Development Strategy and Learning and Development Programme are key to fulfilling the standards set by the Audit Commission. As part of CPA the Audit Commission seeks to assess community leadership as well as corporate arrangements and capacity to support services in delivering improvements.

The Member Development Strategy for 2006-2010

The Member Development Strategy will focus on the following areas in order to prepare Elected Members to meet the challenges ahead:

- **Developing strategic leadership skills to help build the capacity of Members**

In order to develop strategic leadership in Elected Members joint events with the senior officer team and executive members will be arranged periodically. Elected Members will also participate in the annual cycle of Harrow Council Managers' Conferences and Seminars, as appropriate. These events include the top 300 managers across the council and provide members an opportunity to build networks, engage with officers and to share ideas, issues and solutions at a local and strategic level.

A number of members have also expressed an interest in becoming IDeA peer members as part of the IDeA Peer Review scheme. It is recommended that each group consider which members should be involved in this opportunity.

- **Developing Political Awareness and Community Leadership to support community cohesion.**

External support for leadership development and councilor mentoring for Elected Members is currently being explored further discussion will takeplace with councilors in relation to participation. However this is not within the current budget.

Objectives for development in this area include:

1. Developing personal leadership and decision making
2. Exploring the role of member's responsibility and relationships with officer and member colleagues
3. Developing political leadership and the theoretical and practical aspects of political and organisational leadership.
4. Developing a good understanding and working knowledge of local practice to help members to challenge the decisions made by senior officers

- **Developing clear processes to help identify, plan and meet the developments needs of Elected Members**

The Harrow Council Member Development Strategy and the Learning and Development Programme for Elected Members is developed jointly by the Service Manager, Learning and Development and the Member Development Panel. It is agreed in consultation and implemented, promoted and managed by the Service Manager, Learning and Development. The Learning and Development Programme is designed for the period 2006-2010, however there is a degree of flexibility built in to ensure that the programme is adapted to take account of Elected Members' learning and development needs and the business environment.

Development and Evaluation of Learning Needs

Harrow Council has a wide range of councillors. An initial Training Needs Analysis has been undertaken through the evaluation of the Member Induction Programme and has been incorporated into the Learning and Development Programme in order to ensure it takes account of the individual skills and experience each councillor brings to the council.

To ensure that the Learning and Development Programme continues to fulfil the needs of Elected Members' learning objectives will be clearly stated and monitored and evaluated closely to ensure that the learning and development objectives have been met. Additional development needs will be identified throughout the term and incorporated into the programme accordingly. This mechanism ensures that the learning and development plan is on track.

- **The provision of an effective induction programme that clearly defines the the process for members coming on board mid term**

Induction provides the foundation for a successful Learning and Development Programme. The May 2006 the member induction programme was evaluated and these findings form the basis of the 2006-2010 Learning and Development Programme. Member Induction will take place again in May 2010, following the local elections. This will be developed using exit interviews with existing Elected Members, and using the evaluation of the 2006-2010 Learning and Development Programme.

The Member Handbook was issued in May 2006 as part of the induction programme. Officers will regularly update this handbook. This includes the annual learning and development schedule. During 2006-2010 new Elected Members arriving as a result of by elections will receive a handbook and induction briefings from relevant officers.

- **The provision of statutory training in Scrutiny, planning, licensing and code of conduct etc**

A programme of mandatory training was completed as part of the 2006 Member induction programme. In order to ensure that Elected Members are kept up to date these sessions will be run annually from 2007 to 2009.

1.1.1

Scheduling

In order to maximize the effectiveness of learning and development time it is proposed that a number of briefing sessions are scheduled annually. These sessions will be designed to share and discuss a number of current issues simultaneously in a time efficient way. At least 3 months notice for events will be provided to Elected Members to maximize attendance and provide equally opportunities to attend.

Equality and Diversity

Harrow Council is committed to ensuring that all Elected Members are supported to fulfill their personal learning and development needs. The Council is also committed to ensuring that all learning and development activity is accessible to all Elected Members. Elected Members will have regular opportunities to give feedback through the evaluation processes. Elected Members also have the opportunity to engage through the Member Development Panel or directly with the Service Manager, Learning and Development.

Harrow Council is also striving for Investors In People accreditation corporately in order to demonstrate its commitment to developing all the people who work within the Council. The Member Development Strategy and the Learning and Development Programme demonstrates this commitment to investing in its members and focuses on the individual members and the part they play in the organisation's effectiveness.

Learning and Development Programme for Elected Members 2006 to 2010

Learning and Development Objectives

- To ensure that all Elected Members are provided with learning and development that is effective in building capacity and addresses development priorities
- To address wider development matters to promote work-life balance and citizenship and to develop community leaders
- To ensure that members learn and develop effectively and share learning with other elected members and where appropriate with officers and stakeholders
- To ensure that council business is conducted legally and appropriately in accordance with the Constitution and the Code of Conduct for Councillors
- To ensure that the investment in learning and development is evaluated in terms of benefits and impact

Member Induction

Statutory Training and Refreshers

The Learning and Development programme will also include sessions on the following:

- Scrutiny
- Code of Conduct & Register of Interests
- Planning
- Licensing

Leadership Development

Developing Strategic Leadership

Developing Political and Community Leadership

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External Opportunities

External speakers and facilitators will be invited to participate in the annual Learning and Development Programmes in order to ensure that Elected Members gain an external perspective and benefit from a broad range of experiences.

Elected Members will also be encouraged to participate in external events where appropriate, and to engage in visits to other boroughs to ensure that learning and development is broad and well informed.

Resources

IT and Intranet Support

All Elected Members are supported by HITs, the Harrow Council IT team. IT facilities and support are provided to Elected Members on request.

Elected Members Library

Budget

There is budget allocated for member development and induction in 2006-07. The Service Manager, Learning and Development hold this budget. All expenditure is in agreement with the lead officer, Councillor Lammiman, and in consultation with the member development panel.

Learning and Development Programme Schedule for Elected Members 2006 to 2010

Annual Learning and Development	Lead Officer	Members to Attend	Contents
<i>Statutory and Priority Training</i>			
2 x Planning Sessions	Andy Parsons Dennis Varcoe Frank Stocks	Members on the Development Control Committee	Purpose, legal framework, Member's role
2 x Code of Conduct Sessions	John Robinson	All Members	Ethical standards framework
2 x Licensing Sessions	David Galpin Shankar Sivashankar	Members of Licensing Panels	Licensing Act, role of committee & panel
Scrutiny	Nahreen Matlib Lynne McAdam	Members of Scrutiny Committee & Reviews	Principles, protocols & procedures
Grievance & Disciplinary	Jon Turner Jill Travers	Members of these Panels	Statutory framework & Council's procedures
Leadership & Role of Cabinet (as part of leadership development activity)	Jill Rothwell	Members of Cabinet, Portfolio holders	Personal, political & community leadership
Recruitment	Jon Turner	Members of Chief Officer's Employment Panel	Council's recruitment & selection process
<i>Recommended Training for the development of Knowledge, Skills and Competence</i>			
Finance & Contracts	Myfanwy Barrett	All Members	Finance & budget management
Equality/Diversity	Jon Turner	All Members	Legal framework and Council's policies
Community Engagement	Paul Najsarek	All Members	Community Engagement Strategy
Updates on Latest Legislation	Hugh Peart	All Members	Overview of relevant Govt legislation
Risk Management	Julia Bourne Dave Ward	All Members	How to manage business risk
Health & Safety	David Ward Paul Williams	All Members	H & S legislation and Council procedures
Looked-After Children and the Council	Paul Clark Gail Hancock	Members Involved in these issues	Council's policy and contracting procedures
IT	Carol Cutler Mark Kieran	All Members	IT applications and services available

**Quarterly Members' Briefings
in order of priority**

November 06 Inspections: CPA & JAR	Tom Whiting David Harrington	All Members	Govt requirements & Council's procedure for inspections
Date TBC Representing The Council On Outside Bodies	Hugh Peart	All Members	Legal issues and Council protocol
TBC Harrow Strategic Partnership	Mike Howes Paul Najsarek	All Members	Partners & Community Strategy
Date TBC Performance Management & Management Information	Tom Whiting	All Members	KPIs and performance management
Date TBC Local Government White Paper	Paul Najsarek	All Members	Policy development
Date TBC MIS Briefing Inspections and Performance Management	Paul Najsarek	All Members	Performance and inspection results

Learning and Development Programme Dates 2006 to 2010

Date	Session	Content/ Objectives	Speaker	Audience
September 2006	2 x Scrutiny training sessions	To evaluate and understand the new scrutiny processes	Inlogov	Members of Scrutiny Committees & Reviews
November 2006	What's scrutiny about?	Introduction to scrutiny	TBA	As Above
November 2006	Being the chair of a scrutiny committee or panel	Scrutiny and role of Member	TBA	As Above
February 2007	2x Planning & Development	Legal framework & Member's role	TBA	Members of Development Control Committee
February 2007	Harrow Strategic Partnership	Overview and purpose of HSP	TBA	Open to all Members
March 2007	2x Code of Conduct	Ethical Standards Framework	TBA	All Members
March 2007	Leadership & Role of Cabinet	Personal & community leadership	TBA	Cabinet & Portfolio holders
March 2007	2x Licensing	Licensing Act & role of Committee	TBA	Members of Licensing Panels
April 2007	Scrutiny training session	Scrutiny & role of Member	TBA	Members of Scrutiny Committees & Reviews
April 2007	Health & Safety	H & S procedures at the Council	TBA	Open to all Members
May 2007	Disciplinary & Grievance	Statutory framework & Council	TBA	Members of these Panels
May 2007	Risk Management	Management of business risk	TBA	Open to all Members
June 2007	Recruitment	Council's recruitment policy & practice	TBA	Members of Chief Officers' Employment Panel
June 2007	Finance & Contracts	Finance & contract management	TBA	Open to all Members
July 2007	Community Engagement	Community Engagement Strategy	TBA	Open to all Members
July 2007	Looked-After Children & the Council	Council policy and contracting process	TBA	Open to all Members
September	Representing the Council on outside bodies	Protocol & legal framework	TBA	Open to all Members
September 2007	Performance monitoring and Data quality management	Council's policy & strategy on PM	TBA	Open to all Members
October 2007	Inspections: CPA & JAR	Overview of requirements	TBA	Open to all Members

August 2006

Report on evaluation of Member Induction Programme 2006

What was the Induction programme?

The induction programme consisted of six separate events during May and June.

- The Welcome Evening on the 8 May was the first major event held straight after the elections to welcome new and existing Members to the Council. It provided the opportunity to complete essential administrative tasks such as signing of office and Code of Conduct as well as receiving information on IT issues and policies.
- On 16 May there were two sessions of three tours organised to give Members more flexibility to select the more appropriate session for them. The tours consisted of:
 - A) a two-hour tour of Borough with the aim of giving an overview of the work of the Council and issues facing the Council across the borough.
 - B) A half-hour tour of the Civic Centre with the aim of introducing the Civic Centre and allowing Members to see some key areas such as Access Harrow centre recently opened, Committee Rooms, Group Offices and some other areas where officers work.
 - C) A half-hour tour of Hits with the aim of giving an overview of how the Council's IT Department operates.
- You, the Council and the Community event aimed to introduce Members to Scrutiny, Harrow Strategic Partnership and LAA and Code of Conduct. The event made use of an Actor to play the role of a new councillor asking questions from a panel of senior officers and an experience Member.
- The next three series of events consisted of 3 Open Days, which gave an opportunity for Directorates to showcase their services and for officers to meet and talk with Members face to face.

Please find below a summary of events:

Table 1

Event	Date	Numbers attended
1. Welcome Evening	8 May	63
2. Tours of the Borough, Civic Centre and Hits	16 May	26
3. You, The Council and the Community	18 May	34
4. Chief Executive and Business Development Open Day	23 May	22
5. Urban Living Open Day	14 June	22
6. People First Open Day	22 June	20

Evaluation

1.1 Evaluation of the Welcome Evening

Evaluation forms were sent Mid May to obtain feedback for the Welcome Evening. 63 forms were sent out, 17 forms were returned (27%). At the same time, a training needs questionnaire was sent out to obtain information on individual training requirements of Members. 13 of these were completed and returned (21%).

With respect to the Welcome Evening they were asked to rate how useful they found the various agenda items of the evening. See results as illustrated in Table 2.

Table 2

Welcome Eve Agenda Items	Very useful %	Of some use %
Chief Executive's introduction	64	36
IT Services for Members	40	60
Code of Conduct	36	64
Member's Lounge Displays	25	75
Member Support Services	13	87
Your Journey with Harrow (Welcome Pack)	19	81

100% of respondents confirmed that they were:

- Informed in good time
- Were ushered effectively
- Found venue satisfactory
- Found catering satisfactory

11% found there was a problem with equipment; e.g. computers

81% rated the entire evening as "good" or "very good", while 10% rated the evening as satisfactory.

Some additional comments were:

- One Member asked to make it clear whether refreshments meant a buffet dinner or just tea/coffee
- Code of Conduct session was an improvement on previous years
- Chief Executives Introduction was better structured and put into context
- Well Done!
- One evening too rushed

1.2 Evaluation of the overall Induction programme

63 Evaluation forms were sent out in mid June to all councillors; 8 forms were returned (13%).

Summary of feedback:

Welcome Evening 8 May

- All Members found the evening “very useful” and “very well organised” or “quite well organised”

Tour Day 16 May

- All those who attended the tour of borough found it “very useful”
- All those who attended the Civic Centre tour found it “very useful”
- All but one who attended the Hits tour found it “very useful”, one found it of “some use”.

You, The Council and the Community 18 May

- All those who attended found the event “very useful”

Directorate Open Days:

Business Development and Chief Executive Open Day 23 May

- All those attended found the event “very useful” and comments included: “Displays and officers very helpful”

Urban Living Open Day 14 June

- All those attended found the event “very useful” and comments included: “Brilliant, could have stayed all afternoon”!

People First Open Day 22 June

- All those attended found the event “very useful” and comments included: “Well done!”

1.3 Training Needs Analysis

14 Members completed and returned their forms.

Specific training requested:

- Essential training on representing the Council on outside bodies
- Performance monitoring and data quality management
- Leadership
- Freedom of Information
- Harrow Strategic Partnership
- Government Policy for Local Government (white paper)
- Inspection regimes including Corporate Assessment and JAR
- Members constituency role and dealing effectively with constituency problems
- IT training
- Members role in scrutiny
- Members role in Development Control and Planning
- Chairing meetings
- Report writing
- Council rules and procedure
- Issues pertaining to “Enforcements”
- Communications
- Finance
- HR Management (Chief Officers Panel)
- Technical Matters regarding Local Government
- Information on how the Council Department work
- Plan working papers so we can understand the information
- Legal aspects

Conclusion

Evaluation of induction events

Unfortunately the poor response received on the overall induction programme makes it difficult to make a meaningful analysis of the individual events. However the more significant response received from the Welcome Evening evaluation paints a very positive picture of the event both in terms of the contents and the way it was organised.

In addition to the feedback from the Members, the working Group of Officers involved in the design and planning of the overall induction events met at the end of May to evaluate and discuss what went well and what could be improved. Here is a list of their comments:

- Very positive feedback from Councillors
- Well organised
- Good atmosphere and Officers very helpful
- Food good but too much
- Good idea to colour-group the Councillors and ushers
- Area where food served was too cramped; Members' Lounge may have been better to have food but could have served drinks outside in lobby area
- Chief Executive briefing should have included Health and Safety aspect
- Exhibitions were of mixed quality; a working group could be set up to co-ordinate the contents and format of exhibitions to make them look more of a-piece
- One of the Councillors was very helpful on the evening; It would be good practice to write to one or two existing Councillors prior to the event to invite them to help as ushers on the night