Meeting:	Member Development Panel
Date:	15th November 2007
Subject:	Member development Programme
Key Decision: (Executive-side only)	No
Responsible Officer:	Interim Divisional Director Human Resources and Development
Portfolio Holder:	Councillor Chris Mote
Exempt:	No
Enclosures:	IDEA councillor competency framework

Section 1 – Summary and Recommendations

This report reviews the progress of the 2007 member development programme and sets out the proposals for the member development programme for 2008 for elected members.

RECOMMENDATIONS:
The Panel is requested to:
Note the progress of the 2007/8 programme and the development activity associated with the development of the programme for 2008/9

REASON: The programme is designed to meet the learning and development needs of elected members in the light of the Comprehensive Performance Assessment and Joint Assessment Review feedback, as part of the improvement plan and performance development.

Section 2 – Report

1. 2007/08 Member Development Plan

The Member Development Strategy and programme is key to achieving the Council's vision and corporate priorities, and to building capacity in community leadership, and in leading service improvement. Following the Member Development Panel April 2007 a five-strand member development programme was developed of:

- **Mandatory Training sessions-** to provide members with the awareness and skills to carry out specific statutory duties.
- **Quarterly Briefing sessions-** to provide an opportunity for members and officers to discuss current local issues across the council, the borough and local government. These sessions offer the chance to develop new member/officer relationships and signpost members to further information and support.
- **Action Learning Events** to be scheduled every four months to cover key Development needs related to performance, service planning and service Delivery
- **E-learning modules**
  This modern councillor package has been developed by learning pool as support for councillors in their role. There are 20 modules that can be completed electronically by members to offer guidance and answer any question.
- **1:1 Coaching Sessions**
  1:1 coaching sessions in order to identify individual training needs analysis.

2. Progress to Date

The following events have taken place since May 07.

Mandatory Training		
Date	**Module**	**No. Of Attendees**
30th May 2007	Code of Conduct	27
25th June 2007	Code of Conduct	20
11th July 2007	Planning – Telephone Masts	10
23rd July 2007	Planning – Design & Access Statement	5
26th July 2007	Licensing	5
31st July 2007	Gambling	6
4th October	Corporate Parenting	9
Quarterly Briefings		
Date	**Agenda**	**No. Of Attendees**
19th June	- Financial Awareness - Managing Risk *Economic Development Strategy* - Consultation: Community Development Strategy	7
11th September	- Data Quality - Strategic Housing - LDD Strategy - Health and Safety Service - Policy & Partnership - Data Quality	12

One to one coaching
In June 2006 information was gathered from members on their specific training requirements, these included:

The members role, including:

- Representing the Council on outside bodies, Community Leadership, the constituency role and dealing effectively with constituency problems, role in scrutiny, role in Development Control and Planning

The general skills required, including:
- IT training, chairing meetings, report writing, managing paperwork and information

Legal requirements and council rules including:
- Issues pertaining to "Enforcements", Finance, Performance monitoring and data quality management, Freedom of Information, HR Management (Chief Officers Panel)

Developments in local government including:
- Government Policy for Local Government (white paper)
- Inspection regimes including Corporate Assessment and JAR

Developments in Harrow including:
- Harrow Strategic Partnership, Communications
- Information on how the Council Departments work

In order to explore these and other needs more fully and to prioritise accordingly, the Roffey Park Institute has been selected to carry out the one to one coaching sessions with all Councillors. Each councillor will meet with a Personal Leadership Development coach from Roffey Park to gather individual development plans that can be fed into a generic Training Needs Analyses for all councillors. This will form the basis of the Member Development additional training 2008/9.

3. Evaluation of events

3.1 Quarterly Briefings

Councillors evaluated the September session. Members made the following comments:

1. What did you learn/ what went well?
   - Diverse range of questions
   - Balance of issues-questions & listening
   - Members were up-to- date with current issues
   - Range of presentations
   - Good handouts
   - Meeting new officers-networking
   - Good to learn about funding
   - Quality of officers was high
2. What do you need to know more about?
   - Information on Harrow Strategic Partnership
   - More information on Local Area Agreement
   - Budget/funding formula
   - Population formula
   - New targets

3. What did not go so well?
   - Hard to get through volume of issues in 2hours
   - Need to focus on specific subjects
   - Fewer subjects in 2hours

Using this information, only 5 host tables will be included in the final Quarterly Briefing this year.

3.2 Mandatory Training

A full evaluation of the mandatory training programme will take place after the last training session in November 2007.

3.3 Action learning

Responses to the evaluation of the event held on the 6th February "How will you reassure people and help reduce the fear of crime" were very positive. The councillors were asked three questions. Responses are summarised below.

1. What did you learn?
   - The session highlighted the importance of communication between councillors and police officers in addressing crime together and appreciating how influential councillors and officers can be.
   - Also individual councillors need to have more information and knowledge to enable them to engage further and more directly with residents.
   - Councillors need to do more work with schools to help tackle youth discipline and boredom.
2. What do you need to know more about?
   - Partnership working
   - Local perceptions of fear of crime and the council
   - Success stories that we can use as a catalyst for change
   - Identify the most important problems in each ward
   - How to create close liaison and information exchange between police and the council
   - How we get up to date information and statistics published in Harrow People Magazine
   - Learning more about people and other roles
   - How to conduct community engagement
   - Local statistics on crime and fear of crime
3. What would you like to do next?
   - We want to help make Harrow the safest borough in the country
   - We want street repairs conducted in order of importance
   - We want to find out what people want done about congestion
   - We want to follow up on this event so we can say what we've done 6 months on from now
   - We want more of the same events!
   - We want a report back on the outcomes and achievements from tonight's session

4. Budget and Spend to date

Date	Company	Description	Authorisation	Amount
12/07/2007	Engineered Communications Solutions	Mandatory planning Training Course	Frank Stocks	1773.36
29/05/2007	Learning Pool	E-learning package for	Lindsey Kelham	1480.50

		councillors		
05/10/07	LGIU	Dealing with casework seminar	Jon Turner	352.50
Various dates	Internal printing and catering	Action learning and mandatory training sessions	Lindsey Kelham	300.00
15/08/2007	Roffey Park (Raised Order)	1:1 Coaching for councillors	Lindsey Kelham	23,850
				27.756
Remaining Budget £22,244				

The programme for 2007 and development of the 2008 programme will be contained within the budget for 2007/8

5. Continued Activity for Member Development 2007/08

5.1 Mandatory Training
Two further training sessions are planned on the code of conduct. The 1st November and a further session at a convenient time in December

5.2 Quarterly Briefings
The final briefing is planned for the 4th of December, Committee Rooms 1&2 6.30-8.30pm. The agenda will cover Current HR issues, Strategic Housing, External Funding, E-Learning (A representative from Learning Pool will be attending the Member's Quarterly Briefing on 4th December 2007 to discuss this further with councillors) and Legal Governance

5.3 e-Learning
Over 64% of all councils in England have signed up to bite sized e-learning designed by learning pool on today's hot topics, specially designed just for elected Members. Members will be introduced to these Learning Pool e-learning programmes at the December briefing.

6. Planning for the 2008/09

6.1 Initial programme

The programme for 2008/9 is underway and will continue to build on the 5-strand approach adopted for 2007/8:
- Mandatory training
- Quarterly briefing sessions
- Action Learning events
- E-learning
- A programme to meet identified individual needs

The programme will be largely provided through in-house speakers and will minimise costs wherever possible, largely around catering, accommodation, equipment and printing costs. However external speakers will be sought where appropriate.

Initial plans for the member development programme are outlined in overleaf

EVENT	DATES	PROVIDER		DETAILS	COST
		In-house	**External**		
Mandatory Training					**Officer Time**
Code of Conduct	TBC	Organised internally-lead by Senior Officers		Ethical standards framework	
Recruitment & Selection	TBC	Organised internally-lead by Senior Officers		Council's recruitment & selection process	
Harrow Strategic Partnership	TBC	Organised internally-lead by Senior Officers		To develop a common understanding of Harrow's Local Area Agreement	
Scrutiny	TBC	Organised internally-lead by Senior Officers		Session to complement Scrutiny member development programme.	
Disciplinary & Grievance	TBC	Organised internally-lead by Senior Officers		Statutory framework & Council's procedures	
Planning – Telephone Masts	TBC	Organised internally-lead by Senior Officers		Purpose, legal framework, Member's role	
Planning – Design & Access Statement	TBC	Organised internally-lead by Senior Officers		Purpose, legal framework, Member's role	
Licensing	TBC	Organised internally-lead by Senior Officers		Licensing Act, role of Committee & panel	
Gambling	TBC	Organised internally-lead by Senior Officers		Gambling Act, role of Committee & panel	
Members Quarterly Briefings	The event is informal and is designed to encourage members and officers to discuss current issues informally, develop new member/officer relationships and to sign post members to further information and support.				Officer Time
1st Quarter	5/3/08 6.30-8.30pm	Organised internally-hosted by Senior Officers		**AGENDA TBC**	
2nd Quarter	4 / 6/08 6.30-8.30pm	Organised internally-hosted by Senior Officers		**AGENDA TBC**	
3rd Quarter	3 /9/08 6.30-8.30pm	Organised internally-hosted by Senior Officers		**AGENDA TBC**	
4th Quarter	3 /12/08 6.30-8.30pm	Organised internally-hosted by Senior Officers		**AGENDA TBC**	
E-Learning Modules	Completed in Councillors own time. 20 separate courses each lasting approx 30min.		Designed to be easy to use the courses are short and engaging, typically lasting 30 minutes and consisting of separate modules. The content is structured like this to allow Councillors to dip in and out of a course as their schedules permit.		Total Cost £1485.50
Action Learning Events	These cover key development needs related to performance, service planning and service delivery and are joint events with senior officers				
	April		External speaker	TBC	
	August		External speaker	TBC	

6.2 **Competencies and Appraisal processes**

A competency framework and review process for members will be put in place in order for individual members to gain most from their one to one coaching sessions. This process is adopted widely by other local authorities with positive outcomes.

The IDEA have developed a national framework for Councillors (attached as Appendix 1) The Chief Executive and Leader have requested that Roffey Park develop a framework for Harrow prior to the one to one coaching sessions taking place. ,

The framework is designed to:
- Help Councillors become increasingly effective as they understand in depth what is required of the ever developing role
- Provide councillors with an opportunity to take stock of how they are doing in relation to those requirements
- Provide councillors with the knowledge and skills they need to keep abreast of the requirements of the role.

It is proposed that members will take stock through a process of self-assessment, supported by the assessment of those they work with. Following that assessment, the one to one coaching sessions would work with individual members to build personal development plans. Shared needs, identified by Roffey Park, would be used to build member development plan for 2008/9.

As part of the development of the approach, it is proposed that a pilot of a group of 15 members take part in the assessment process during January and February 2007, to be evaluated in March / April and finalised for full implementation for other members in May 2007.

7. Budget

The 2008/9 programme will be contained within the members learning and development budget for 2008/9.

Section 3 - Statutory Officer Clearance

Name:…Sheela Thakrar………………	x	On behalf of the Chief Financial Officer
Date: …1/11/2007………………………………..		
Name: Jill Travers	x	On behalf of the Monitoring Officer
Date: 1/11/2007………………………………..		

Section 4 - Contact Details and Background Papers

Contact: Maggie Rees, Interim Learning and Development Manager, 0208 424 1130

Background Papers: Member Development Panel Report April 2007

If appropriate, does the report include the following considerations?

1.	Consultation	NO
2.	Corporate Priorities	YES