



## **HARROW COUNCIL – THE MODERN COUNCILLOR**

### **MEMBER DEVELOPMENT CHARTER - SELF ASSESSMENT**

This template aims to help Harrow Council sign up to aspire to the principles of the Charter for Member Development which is assessed externally by the Improvement and Development Agency.

The attached is a draft of the evidence that we currently hold and a list of actions that are required by both officers and members to prepare for charter status.

For discussion at the Member Development Panel meeting on Thursday 4<sup>th</sup> September 2008.

## SELF ASSESSMENT TEMPLATE

### 1. Commitment to member development

GUIDELINES	WHAT THIS MEANS IN PRACTICE	EVIDENCE / ACTION	BY WHEN	BY WHO
Top political and managerial leadership commitment to development of elected members	The political and managerial leadership can describe strategies put into place to develop elected members in order to improve the council's performance.	<p><i>Evidence:</i>  <i>Foreword to elected members brochure by Chief Executive. Senior 3<sup>rd</sup> Tier manger has responsibility for elected member development including head of L &amp; D</i></p> <p><i>Action:</i>  <i>Briefing to CE and council leader on plans and timescale for charter</i></p>		
Policy statement	The council has a written statement, issued to all members, specifying its policy on member development in terms of equality of opportunity, priority development areas and named member and officers responsible.	<p><i>Evidence:</i>  <i>Existing Policy statements / intentions from Member Development panel reports</i></p> <p><i>Action:</i>  <i>To write / review policy statement DRAFT and circulate to elected member development panel</i></p>	30 Sept 08	Ken Howgill
Equality of opportunity and access to learning and development	The political and managerial leadership can describe specific actions that they take to ensure equality of opportunity, and access to learning, in the development of elected members.	<p><i>Evidence:</i>  <i>Council holds equalities policy</i></p> <p><i>Action:</i>  <i>Liaise with Policy Development team and Equalities Lead Officer to develop policy for sign up by Leader and Chief Executive</i></p>	30 Sept 08	Ken Howgill

<b>GUIDELINES</b>	<b>WHAT THIS MEANS IN PRACTICE</b>	<b>EVIDENCE / ACTION</b>	<b>BY WHEN</b>	<b>BY WHO</b>
Budget	The council has allocated a budget for member development which is adequate to address priority and other development needs.	<p><i>Evidence:</i>  Project heading/line for elected member development of £50,000 per annum  Procurement record showing L &amp; D and coaching programmes commissioned.</p> <p><i>Action:</i>  Review and monitor budget in light of increase in take up and interest in professional development amongst elected members</p>	Next Budget Forecasting period Oct 08	Ken Howgill / Jon Turner
Officer resource support	An officer of the council has responsibility, which is time resourced and in their job description, for co-ordinating member development.	<p><i>Evidence:</i>  Led by Director of HRD, supported by Learning &amp; Development Manager and p/t Admin support officer</p> <p><i>Action</i>  Review time resource and JD</p>		
Dissemination of learning	The political and managerial leadership can provide examples of learning among elected members, and of promoting exchange of information, as part of encouraging a learning organisation culture.	<p><i>Evidence:</i>  Learning and development examples and case study/anecdotes shared at 3 monthly Member Development Panel meetings. Senior managers and council leaders aware of high profile Coaching programme for councillors.</p> <p><i>Action</i>  Need to encourage greater use of learning log/evaluation by members attending</p>		

## 2. Strategic approach to member development

GUIDELINES	WHAT THIS MEANS IN PRACTICE	EVIDENCE / ACTION	BY WHEN	BY WHO
2.1 Member led strategy	Representative members are involved in the formulation, implementation, monitoring and evaluation of member development strategies, possibly through an established all party task group or other all party committee.	<p><i>Evidence:</i> Member Development Panel in place which reviews and monitors provision.</p> <p><i>Action</i> Policy needs to include process for formulating, implementing and evaluating member development</p>	See 1.2 above	
2.2 Linkage to council corporate plan	Political and managerial leadership are actively involved in identifying priority organisational development needs which link council's aims and objectives to the development of elected members.	<p><i>Evidence:</i> Plans for elected member development are included as Officer led projects in Council Improvement Plan with regular monitoring and review by Chief Executive.</p> <p><i>Action</i> Further linkage of council priorities to elected member development.</p>		

GUIDELINES	WHAT THIS MEANS IN PRACTICE	EVIDENCE / ACTION	BY WHEN	BY WHO
2.3 Member roles clearly set out	The various representative roles of elected members are clearly specified and members are able to describe how they contribute to achieving the council's objectives.	<p><i>Evidence:</i>  <i>Roles are specified. Clarity over role description and responsibilities may be required</i></p> <p><i>Action</i>  <i>Role descriptions to be collated by responsible officer for L &amp; D and linked to council objectives</i></p>		
2.4 Process for identification of needs at individual and Council wide level	The council has a structured process for regularly assessing elected member development needs at the individual and council wide levels.	<p><i>Evidence:</i>  <i>TNA being re-launched in Autumn 2008 along with review of elected member Induction.</i>  <i>Coaching programme will also address individual development needs.</i></p> <p><i>Action</i>  <i>Further development of TNA</i></p>	October 31 08	Ken Howgill

GUIDELINES	WHAT THIS MEANS IN PRACTICE	EVIDENCE / ACTION	BY WHEN	BY WHO
2.5 Structured and timely approach to promoting development opportunities	Members confirm that they receive appropriate and adequate notice of development opportunities to allow them to plan in advance.	<p><i>Evidence:</i>  <i>Email and printed flyers are sent out on development events. Printed and intranet elected members development brochure launched in Sept 2008.</i></p> <p><i>Action</i>  <i>Evaluation of elected members' response to publicity on courses, communications and new brochure.</i></p>	Member Development panel Dec 08	Panel and link Officers
2.6 Appropriately learn with external partners	Political and managerial leadership can provide examples of action taken to encourage joint development opportunities for elected members and external partner organisations.	<p><i>Evidence:</i>  <i>Evidence required – Harrow Assn for Voluntary Service in discussion with L &amp; D manager and delivering Briefing for members over next year</i></p> <p><i>Action</i>  <i>Agree joint / partnership working with voluntary sector.</i></p>		

GUIDELINES	WHAT THIS MEANS IN PRACTICE	EVIDENCE / ACTION	BY WHEN	BY WHO
2.7 Strategy for Induction	Elected members who are new to the council, and those new to a particular role, confirm that they received a structured and effective induction.	<p><i>Evidence:</i>  <i>Induction pack has been given to new elected members in past 6 months with evaluation on pack</i></p> <p><i>Action</i>  <i>Review pack in time for 2010 elections</i></p>		
2.8 Addresses political leadership and team development	Top political leadership are actively involved in defining the council's approach both to effective political leadership (for current and prospective leaders) and to team development.	<p><i>Evidence:</i>  <i>Coaching programme focused on developing councillors for senior roles. Aims of programme detailed in Modern Councillor Professional Development Brochure 2008/9</i></p> <p><i>Action</i>  <i>Formal policy required and minutes of meetings of where leaders address development issues.</i>  <i>Formal recording of coaching programme aims linked to political leadership &amp; IDeA political skills framework</i></p>		

GUIDELINES	WHAT THIS MEANS IN PRACTICE	EVIDENCE / ACTION	BY WHEN	BY WHO
2.9 Mechanisms for evaluation, and informing future plans, identified.	The council has systems in place that effectively evaluate the benefits from elected member development and identify areas for improvement.	<p><i>Evidence:</i>  <i>Revised evaluation process from Sept 2008.</i></p> <p><i>Action</i>  <i>Implement learning cycle approach to evaluation with follow ups and focus groups on the impact of L &amp; D on members' performance. Encourage use of member learning evaluation/logs</i></p>		



**1. Member learning and development plan in place**

GUIDELINES	WHAT THIS MEANS IN PRACTICE	EVIDENCE / ACTION	BY WHEN	BY WHO
3.1 Addresses development priorities	The council draws up plans to meet, training and development needs identified as a priority in helping it to achieve corporate aims and objectives.	<p><i>Evidence:</i> See Modern Councillor Professional Development Brochure 2008/9 provides details of training and development plan</p> <p><i>Action</i> Training Needs Analysis needs revising and completion by all councillors in Autumn 2008</p>		
3.2 Identify what development activities should achieve	The council can demonstrate that elected member training and development activities have well defined and focused objectives.	<p><i>Evidence:</i> All events have to use a template which show clear aims and objectives of development programme</p> <p><i>Action</i> Ongoing review of aims and objectives required linked to evaluation</p>		

GUIDELINES	WHAT THIS MEANS IN PRACTICE	EVIDENCE / ACTION	BY WHEN	BY WHO
3.3 Sets out how, when, where and who is responsible	The elected member training and development plan follows a developed planning process including who is responsible for implementing, monitoring and evaluating the plan.	<p><i>Evidence:</i>  <i>Minutes of Member Development panel meetings</i></p> <p><i>Action</i>  <i>Formal policy on L &amp; D for members required detailing roles and responsibilities of officers and panel members.</i></p>		
3.4 Takes account of access to development opportunities	The council organises events at various times, to allow for access by those with work or family commitments, and utilises a range of methods to meet learning needs.	<p><i>Evidence:</i>  <i>Brochure provides outline of sessions mostly held in evenings. E-learning modules available to allow flexible as required learning at any time.</i></p> <p><i>Action</i>  <i>TNA planned for Autumn 08 needs to include survey of members time commitments and preferences for attendance time for development sessions</i></p>		

GUIDELINES	WHAT THIS MEANS IN PRACTICE	EVIDENCE / ACTION	BY WHEN	BY WHO
3.5 Linkage between Individual plans and the council's corporate and other plans	Individual elected members can describe their learning needs and how these link into function and corporate aims and objectives.	<p><i>Evidence:</i>  <i>Learning Evaluation / Log being introduced from September 08 for completion by members where they record how learning and development links to council and community priorities</i></p> <p><i>Action</i>  <i>Make explicit links between L &amp; D interventions and councillor functions and council's corporate priorities. This can be included as part of aims and objectives for each development opportunity in the programme. L &amp; D manager to draw up policy and plan showing linkages by end of September 2008.</i></p>		
3.6 Representative elected members consulted	The council has an open and constructive relationship on elected member development with representatives from the various political / non-political groups.	<p><i>Evidence:</i>  <i>Representation of members at Member Development Panel.</i></p> <p><i>Action</i>  <i>Member Development Panel needs to make this more explicit in policy.</i></p>		

#### 4. Learning and development is effective in building capacity

GUIDELINES	WHAT THIS MEANS IN PRACTICE	EVIDENCE / ACTION	BY WHEN	BY WHO
4.1 Members learn and develop effectively	The top political and managerial leadership can consistently give tangible examples of how development of elected members has improved the performance of the council, functions and individuals.	<p><i>Evidence:</i>  <i>Evaluation forms and anecdotal feedback. New Learning evaluation/Log being introduced for councillors from September 2008.</i></p> <p><i>Action</i>  <i>Revised evaluation process being launched in September 2008. Focus groups of councillors being planned to engage participants in evaluation focusing on the link between learning and improved performance</i></p>		

<p>4.2 Learning is shared with other elected members and where appropriate with officers and stakeholders.</p>	<p>Elected members can give examples of how they have been encouraged to learn, and to share the learning with others, so as to improve their own performance and that of others.</p>	<p><i>Evidence:</i> See text from Professional Development Brochure which set out learning strategies and provides guidance to members on how to record and share learning.</p> <p><i>Action</i> More evidence needs to be collated on how members share learning with others.</p>		
<p>4.3 Investment in learning and development is evaluated in terms of benefits and impact</p>	<p>The council can demonstrate that it periodically evaluates the cost and benefits of member training and development and the impact it has had on performance.</p>	<p><i>Evidence:</i> Council has quarterly forecasting process in place to assess and predict costs of L &amp; D.</p> <p><i>Action</i> Further planning and development required to evaluate cost/benefits of L &amp; D interventions with members.</p>		

4.4	Identifies (and implements) improvements to learning and development activities	People confirm that the council is genuinely committed to the continuous development of elected members and can give examples of relevant and timely improvements that have been made to development activities.	<p><i>Evidence:</i>  <i>Examples of responsiveness to identified needs (requests for attendance at both internal</i></p> <p><i>Action</i>  <i>Review of L &amp; D interventions for members needs to be put in place.</i>  <i>Reports to Member Development Panel need to make reference to course adaptations/course improvements to meet development needs.</i></p>		
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**5. Elected Member Development promotes work life balance and citizenship**

GUIDELINES	WHAT THIS MEANS IN PRACTICE	EVIDENCE / ACTION	BY WHEN	BY WHO
<p>5.1 Assists those with family responsibilities.</p>	<p>The council regularly assesses how it can assist those with family responsibilities in terms of suitable allowances and support.</p>	<p><i>Evidence:</i></p> <p><i>Action</i> <i>Evidence required</i></p>		
<p>5.2 Reviews how council business is conducted to allow for equality of access to key political decision making mechanisms</p>	<p>The council regularly reviews how it conducts its business, in terms of when meetings are held and access based on a clear understanding of diversity, so that elected members or potential members are able to take part in the democratic process.</p>	<p><i>Evidence:</i></p> <p><i>Action</i> <i>Evidence required</i></p>		

5.3	Holds events for the community to encourage people to become community leaders.	The council actively encourages citizenship, and publicises the role of elected members as community leaders, as part of promoting local democracy and encouraging under represented groups to take up office.	<i>Evidence:</i>  Action Evidence required		
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