



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

### **MEMBER DEVELOPMENT CHARTER – DRAFT ACTION PLAN**

This Draft Action Plan has been prepared to enable the Member Development Panel to consider the commitment required in time and resources to gain Charter status in accordance with the Corporate Improvement Programme timescale for achievement by 30th June 2009.

The attached is a draft of a list of actions that are required by both officers and members to prepare for charter status along with an estimate of resources required.

For discussion at the Member Development Panel meeting on Thursday 6th November 2008.

## ACTION PLAN

### 1. Commitment to member development

GUIDELINES	WHAT WE NEED TO DO	ACTIONS REQUIRED & RESOURCE IMPLICATIONS	BY WHEN	BY WHO
1.1 Top political and managerial leadership commitment to development of elected members	We need to ensure that the Leader of the Council, Chief Executive and Cabinet members are signed up to the policy on member development and receive regular reports on the progress of the council in improving professional development of members and in working towards achieving the charter .	<i>Briefing to CE and council leader on plans and timescale for charter.</i>  <b>Resources:</b> officer time	<b>Before Cabinet Meeting on 2<sup>nd</sup> December</b>	<b>Chairman of Panel/Director of HRD/Learning and Development Manager</b>
1.2 Policy statement	We need to look at existing policy statements and references to the learning and development of elected members; we need to elicit our intentions and draft a realistic, achievable policy	<i>To write / review policy statement DRAFT and circulate to elected member development panel</i> <b>Resources:</b> half day to draft policy statement researching existing data	<b>31 December 08</b>	<b>Learning and Development Manager</b>
1.3 Equality of opportunity and access to learning and development	We need to ensure that the Leader of the Council, Chief Executive and Cabinet members are signed up to the policy on member development and aware of the equalities policy relating to access to learning for members.	<i>Liaise with Policy Development team and Equalities Lead Officer to develop policy for sign up by Leader and Chief Executive.</i> <b>Resources:</b> officer time in drafting policy and briefing leadership (half day)	<b>31 December 08</b>	<b>Learning and Development Manager /Policy and Partnerships (Equalities) Team</b>
1.4 Budget	We need to review existing budget and commitments and devise plans for 09/10 based on priority development needs of members	<i>Review the use and return on investment of £50,000 per annum budget allocation.</i>	<b>31st March 09</b>	<b>Learning and Development Manager/ Director of HRD</b>

GUIDELINES	WHAT WE NEED TO DO	ACTIONS REQUIRED & RESOURCE IMPLICATIONS	BY WHEN	BY WHO
1.5 Officer resource support	We need to allocate a specific time resource and devise a job description for all HRD officers engaged in supporting member development	<i>Review time, resource and Job Descriptions to reflect responsibilities.</i>	<b>30 November 2008</b>	<b>Director of HRD/Learning and Development Manager</b>
1.6 Dissemination of learning	We need to ensure that senior councillors are aware of the learning taking place amongst elected members and that they know the protocols for the sharing and dissemination of good practice.	<i>Learning and development examples and case study/anecdotes need to be shared at Member Development Panel meetings. Need to encourage greater use of learning log/evaluation by members attending events and ensure that all attendees at external events report back and disseminate knowledge gained to colleagues.</i>	<b>Process to be agreed by Member Development Panel  November 2008 and ongoing</b>	<b>Member Development Panel  Leader and senior councillors  Learning and Development Manager/Director of HRD</b>

## 2. Strategic approach to member development

GUIDELINES	WHAT WE NEED TO DO	ACTIONS REQUIRED & RESOURCE IMPLICATIONS	BY WHEN	BY WHO
2.1 Member led strategy	We need to produce a clear strategy for member development linked to policy with the progress towards achieving set goals reviewed by elected members at Member Development Panel meetings	<p><i>Policy for Member Development needs to include strategy with clear goals and process for formulating, implementing and evaluating member development.</i></p> <p><b>Resources:</b> 1 day to produce strategy – including consultation time and drafting</p>	<b>By January 09 Panel</b>	<b>Learning and Development Manager /Member Development Panel</b>
2.2 Linkage to council corporate plan	Council's corporate priorities and the CIP need to be linked to the development of elected members.	<p><i>Council Improvement Plans need to show the roles and contribution of elected members; monitoring and review by Chief Executive.</i></p> <p><i>Further linkage of council priorities need to be made to elected member development. Programmes and event session plans need to show how learning outcomes link to corporate priorities</i></p> <p><b>Resources:</b> officer time (half a day to work on development programme and cross reference links + 1 hour briefing to council leader)</p>	<b>31 December 2008</b>	<b>Learning and Development Manager &amp; Director of HRD</b>

GUIDELINES	WHAT WE NEED TO DO	ACTIONS REQUIRED & RESOURCE IMPLICATIONS	BY WHEN	BY WHO
2.3 Member roles clearly set out	We need to document the roles and responsibilities of councillors and link these to the corporate priorities and CIP programme.	<i>Role descriptions to be collated by responsible officer for L &amp; D and linked to council objectives</i> <b>Resources:</b> <i>1 day of officer time in collating/preparing role descriptions and linking these to achievement of corporate aims and priorities, including CIP projects.</i>	<b>31 December 2008</b>	<b>Learning and Development Manager in liaison with Democratic Services and Improvement and Performance team</b>

GUIDELINES	WHAT WE NEED TO DO	ACTIONS REQUIRED & RESOURCE IMPLICATIONS	BY WHEN	BY WHO
2.4 Process for identification of needs at individual and Council wide level	We need to document in policy the process for regularly assessing elected member development needs both at group and individual level.	<p><i>To develop revised Training Needs Analysis (TNA) from existing version and gain agreement from Member Development Panel on timescale for implementation 09/10</i></p> <p><i>To ensure that Coaching process being rolled out to all members identifies further development needs.</i></p> <p><i>To ensure that member Induction pack and programme includes an initial TNA for newly elected members</i></p> <p><b>Resources:</b>  <i>1 days work for revision of TNA including consultation with Member Development Panel and development in line with planned Induction pack</i></p>	<p><b>30 November 08</b></p> <p><b>Early November 2008</b></p> <p><b>31 May 2009</b></p>	<p><b>Learning and Development Manager</b></p> <p><b>Learning and Development Manager in liaison with Roffey Park</b></p> <p><b>Learning and Development Manager</b></p>

GUIDELINES	WHAT WE NEED TO DO	ACTIONS REQUIRED & RESOURCE IMPLICATIONS	BY WHEN	BY WHO
2.5 Structured and timely approach to promoting development opportunities	We need to survey members to ensure that they are receiving adequate notice for development opportunities both internal and external	<i>Evaluation of elected members' response to publicity on courses, communications and new brochure.</i> <b>Resources</b> <i>Officer time to undertake survey / focus group activity, collate responses and produce report – 2 days</i>	<b>31 January 09</b>	<b>Learning and Development Manager/Member Development Panel</b>





GUIDELINES	WHAT WE NEED TO DO	ACTIONS REQUIRED & RESOURCE IMPLICATIONS	BY WHEN	BY WHO
2.7 Strategy for Induction	We need to ensure that new councillors receive a structured induction programme that is personally evaluated. We need to provide existing members who take on new roles/responsibilities also receive the same.	<p><i>Design of new Induction pack plus induction packs for specific council roles(i.e. portfolio holder, senior management and leadership roles)</i></p> <p><b>Resources</b>  <i>5 days work( including research, development, testing and evaluation)</i></p>	<b>1<sup>st</sup> September 2009</b>	<b>Learning and Development Manager in discussion with Democratic Services &amp; Member Development Panel</b>
2.8 Addresses political leadership and team development	We need to ensure and record how the leadership develop effective political leadership for current and prospective leaders and how they approach team development.	<p><i>Formal policy required and minutes of meetings of where leaders address development issues for political leadership.</i></p> <p><i>Formal recording of coaching programme aims linked to political leadership &amp; IDeA political skills framework</i></p> <p><b>Resources</b>  <i>Support from L &amp; D Manager/Team - TBC</i></p>	<b>31 March 2009</b>	<p><b>Council Leader and other senior councillors</b></p> <p><b>Support with recording of outcomes from coaching from officers incl. Learning and Development Manager</b></p>

GUIDELINES	WHAT WE NEED TO DO	ACTIONS REQUIRED & RESOURCE IMPLICATIONS	BY WHEN	BY WHO
2.9 Mechanisms for evaluation, and informing future plans, identified.	We need to ensure that members provide evaluation of programmes through written, verbal and email feedback and through attendance at organised Focus Group sessions. Feedback needs to inform improvements and variations to the programme.	<p><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 to show how learning impacts on role in the council and community</i></p> <p><b>Resources</b>  <i>Officer time in managing the evaluation process (5 - 7 days over span of professional development programme)</i></p>	<b>31 March 09</b>	<b>Learning and Development Manager</b>

### 3. Member learning and development plan in place

GUIDELINES	WHAT WE NEED TO DO	ACTION REQUIRED & RESOURCE IMPLICATIONS	BY WHEN	BY WHO
3.1 Addresses development priorities	We need to ensure that the learning and development plan for members is published and meets priority needs and helps to meet the councils CIP programme and corporate priorities	<p><i>The Modern Councillor Professional Development Brochure 2008/9 provides details of training and development plan Action</i></p> <p><i>Training Needs Analysis needs revising and completion by all councillors in 2008/9</i></p> <p><b>Resources</b> <i>Officer time in ensuring effective delivery of programme and in ongoing monitoring of development needs</i></p>	<p><b>Completed for 2008/9</b></p> <p><b>L &amp; D Plan needed for 09/10 based on TNA (see 3.4)</b></p> <p><b>31 March 09</b></p>	<b>Learning and Development Manager</b>
3.2 Identify what development activities should achieve	We need to ensure that the full programme has defined objectives and that each development event has clearly defined and focussed aims and objectives	<p><i>Each session should begin with a clear outline of the aims and objectives</i></p> <p><i>Ongoing review of aims and objectives required linked to evaluation</i></p> <p><b>Resources</b> <i>Officer time in either introducing development events or briefing facilitators (30 minutes – 1 hour for each event)</i></p>	<b>Already in place and ongoing</b>	<b>Learning and Development Manager</b>

GUIDELINES	WHAT WE NEED TO DO	ACTION REQUIRED & RESOURCE IMPLICATIONS	BY WHEN	BY WHO
3.3 Sets out how, when, where and who is responsible	We need to ensure that our professional development programme for members is a result of a planning process with documents showing who is responsible for implementing, monitoring and evaluating the plan.	<p><i>Formal policy on L &amp; D for members required detailing roles and responsibilities of officers and panel members.</i></p> <p><b>Resources</b>  <i>Officer time for meeting members and in producing draft and final documents (half a day)</i></p>	<b>31 January 2008</b>	<b>Learning and Development Manager in liaison with Chairman of Panel/Panel Members</b>
3.4 Takes account of access to development opportunities	We need to ensure that we plan and organise development events at a range of times to allow members to access in line with work/family commitments, and, that we utilise a variety of delivery methods to meet needs.	<p><i>TNA planned for implementation 08/09 needs to include survey of members time commitments and preferences for attendance time for development sessions; also to include assessment of readiness to undertake flexible learning (e.g. e-learning using The Modern Councillor package)</i></p> <p><b>Resources</b>  <i>Officer time in planning programme with specific time to manage flexible learning (e-learning) programme with support and monitoring (5 days over length of programme to manage more flexible approaches incl. e-learning))</i></p>	<b>31<sup>st</sup> January 2009</b>	<b>Learning and Development Manager in liaison with Chairman of Panel/Panel members</b>



GUIDELINES	WHAT WE NEED TO DO	ACTION REQUIRED & RESOURCE IMPLICATIONS	BY WHEN	BY WHO
3.6 Representative elected members consulted	We need to ensure that there is an open and constructive approach to elected member development with representatives from the various political / non-political groups.	<p><i>Member Development Panel needs to make this more explicit in policy with outline of arrangements for dissemination of information and protocols for allowing non-panel members to attend meetings</i></p> <p><b>Resources</b> Office time in drafting policy (see 1.2 &amp; 1.3).</p>	<b>31 December 2008</b>	<b>Learning and Development Manager</b>

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

GUIDELINES	WHAT WE NEED TO DO	ACTION REQUIRED & RESOURCE IMPLICATIONS	BY WHEN	BY WHO
4.1 Members learn and develop effectively	We need to ensure that the leadership of the council are able to give clear examples of how the professional development and coaching programme helps in improving the performance of members and the council and its functions	<p><i>Members in leadership group need to identify areas of improvement that have come about through colleagues participation in professional development and /or coaching and mentoring programme</i></p> <p><i>Revised evaluation process launched in September 2008. Focus groups of councillors being planned to engage participants in evaluation focusing on the link between learning and improved performance and capacity of members.</i></p> <p><b>Resources</b>  <i>Officer time and councillors' time in attending Focus groups. Officer time in managing and collating evaluation process and providing briefings for Leadership (see 2.9 above for resources)</i></p> <p><i>Officer / Member Development Panel Chairman's time in briefing Council Leader and Chief Executive on areas of improved performance gained through development (half day including preparation)</i></p>	<b>31 March 2009</b>	<p><b>Council Leader and members of Cabinet</b></p> <p><b>L &amp; D Manager in liaison with Chairman of Panel</b></p>

<p>4.2 Learning is shared with other elected members and where appropriate with officers and stakeholders.</p>	<p>We need members to provide examples of how they have been engaged in the learning process and how they have shared learning with member colleagues and other stakeholders and this has improved performance of members</p>	<p><i>Guidance required for members on how to record and share learning – in addition to Learning Log/Evaluation.</i></p> <p><i>Evidence needs to be collated on how members share learning with others.</i></p> <p><b>Resources</b>  <i>Officer time in follow up of members who have attended events to collect data on how information and learning is shared amongst member colleagues (approx 3 days over course of programme).</i></p>	<p><b>31 May 2009</b></p>	<p><b>Learning and Development Manager</b></p>
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<p>4.3 Investment in learning and development is evaluated in terms of benefits and impact</p>	<p>We need to produce a cost benefit analysis of member development showing the benefits and impact of the development programme which is conducted and reviewed annually</p>	<p><i>Further planning and development required to evaluate cost/benefits of L &amp; D interventions with members and demonstrate impact.</i>  <b>Resources</b>  <i>Officer time in undertaking cost/benefit analysis and impact assessment (this is additional to forecasting and project budgeting exercises carried out monthly)</i>  <i>2 days per annum</i></p>	<p><b>31 June 2009</b></p>	<p><b>Learning and Development Manager</b></p>
<p>4.4 Identifies (and implements) improvements to learning and development activities</p>	<p>We need to ensure that elected members and can give examples of how the development programme has been improved and is updated with activities that are relevant to councillors</p>	<p><i>Review of L &amp; D interventions for members needs to be put in place. Reports to Member Development Panel need to make reference to course adaptations/course improvements to meet development needs.</i>  <i>Take action to review programme in April/May 2009 and produce report on improvements planned for 2009/10</i>  <b>Resources</b>  <i>Officer time: 2 days including work /meetings with Member Development Panel draft and final report on improvements</i></p>	<p><b>31 May 2009</b></p>	<p><b>Learning and Development Manager in liaison with Member Development Panel</b></p>

**5. Elected Member Development promotes work life balance and citizenship**

GUIDELINES	WHAT WE NEED TO DO	ACTION REQUIRED & RESOURCE IMPLICATIONS	BY WHEN	BY WHO
5.1 Assists those with family responsibilities.	We need to demonstrate that we provide assistance with members with family responsibilities in terms of suitable allowances and support; that we regularly assess/review these arrangements.	<i>Review of arrangements required for supporting members with family responsibilities with plan in place to demonstrate how improvements can be made</i>	<b>31 March 2009</b>	<b>Learning and Development manager in liaison with Democratic Services</b>
5.2 Reviews how council business is conducted to allow for equality of access to key political decision making mechanisms	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.	<i>Review of arrangements required including assessment of access based on equality and diversity measures.</i> <b>Resources:</b> officer time TBC	<b>31 March 2009</b>	<b>Democratic Services/Equalities and Policy and Partnerships Team</b>

<p>5.3 Holds events for the community to encourage people to become community leaders.</p>	<p>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.</p>	<p><i>Review of existing and planned community liaison work. Collation of data on activities undertaken and planned for the future.</i></p> <p><b>Resources</b> <i>Officer time: lead by L &amp; D manager – 2 days including liaison meetings with relevant councillors, Comms and report on activity</i></p>	<p><b>31 March 2009</b></p>	<p><b>Learning and Development Manager in liaison with relevant councillors and Communications team</b></p>
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