

MIDDLESBROUGH MEMBER DEVELOPMENT 2016/2017

1 **Introduction**

Part of the role of the Constitution and Members' Development Committee is to develop and review the Member Development Policy.

Middlesbrough Council is committed to supporting the ongoing development of all Members in order to enable them to perform effectively in their current role, and to develop so that they can meet future challenges.

Members require an understanding of the on-going and emerging issues facing the community as well as the knowledge and skills to instil confidence through open and intelligent discussions/debates resulting in informed decision making.

2 **Aims & Objectives of the Member Development Policy**

The key aims and objectives of the Member Development Policy are to:

- establish a culture whereby continuous elected Member Development is seen as a key component to the success of the organisation;
- identify individual and common learning and development needs and ensure that the Members' training programme consistently addresses Members' individual development needs;
- provide Members with the opportunity to access events and activities that are appropriate to their roles and responsibilities, recognising the importance of their roles within the Council, within their constituency and when serving on Outside Bodies; and
- enable Members to be fully conversant with the Council's key objectives in order that their activities as a Councillor are consistent with Council priorities.

Whilst this Policy in addressing those requirements, also acknowledges that Members already possess a range of skills. Further aims of this policy are therefore to seek opportunities where the benefits of such skills might be shared (e.g. mentoring) and to identify and address skills gaps.

Based on this approach, the Policy is structured around the following elements:

- training available to all Members;
- training available to all Senior Members;
- expectations and responsibilities of Members;
- attendance at external events;
- annual report; and
- budget.

3. **Development Opportunities for all Members**

A) A Competency Skills Framework

It is proposed to develop a Competency Skills Framework for all Members in line with the Local Government Association's Political Skills Framework. This will enable members to develop their leadership skills to enable them to meet the challenges, opportunities and risks associated with the role of an elected member.

The six core competencies highlighted in the Political Skills Framework include:-

- (i). Local Leadership – engaging with the community in order to learn, understand and deal with any issues of local concern. The Councillor should also be able to mediate between different residents/groups in the community, in a fair and constructive manner, encouraging trust from all sections of the community.
- (ii). Partnership working – building positive relationships by making others feel valued, included and trusted, and by working collaboratively to achieve goals. The Councillor should be able to recognise when to delegate, provide support or empower others to take responsibility and understand and act on their role in building and shaping key partnerships at local, regional and national levels.
- (iii). Communication skills – listening carefully to people and providing regular feedback and ensuring that expectations are managed. The Councillor should also try to inform and communicate with people using all available media e.g. internet, newsletters and email etc. Councillors should also be supported to be able to speak confidently in public settings e.g. council and community meetings and dealing with the media.
- (iv). Political understanding – acting ethically, consistently and with integrity when making decisions, campaigning or canvassing. The Councillor should also be able to look at ways to promote democracy and increase public engagement and to work across political boundaries when required, without compromising political values.
- (v). Scrutiny and challenge – acting as a critical friend by identifying suitable areas for scrutiny, providing constructive feedback and ensuring that residents and communities are involved in the scrutiny process. Members should be supported to be able to understand and analyse complex information, ask challenging but constructive questions and present clear concise arguments that are easily understood.
- (vi). Regulating and monitoring – understanding and acting on members' judicial role in meeting legal responsibilities such as duty of care and corporate parenting. Members should be able to use evidence to evaluate arguments and make independent, impartial judgements. Members should also receive support to monitor their own and others' performance and look for opportunities to learn.

In delivering the Framework the following learning resources would be utilised:-

- Member inductions;
- Members' handbook;
- workshops/seminars;
- training and development programmes;
- self-review;
- 360-review system;
- mentoring;
- learning needs analysis; and

- personal development plans.

HOW TO BE DELIVERED?

B) Member Induction

All newly elected and re-elected Members will be offered a comprehensive Induction Programme which will cover the basic areas of knowledge necessary to newly elected Councillors. The Programme will provide information on

- how the Council works (i.e. it's governance);
- The Mayor's Vision;
- the legal requirements, roles and responsibilities of Members;
- Codes of Conduct, Protocols and requirements in respect of ethics and probity; and
- the services the Council delivers

C) Standards of Behaviour

All Members will be expected to undertake a training module covering:

- code of conduct;
- Member Officer protocols;
- pecuniary and non-pecuniary interests; and
- gifts and hospitality.

D) In Year Ad Hoc Opportunities

The Development Programme provides a range of different opportunities for attendance at a range of learning events. These will include conferences, seminars, training courses, briefings, workshops and forums.

Members will be invited by Democratic Services or the Service Area planning the event, to attend internal events and briefing sessions that either appear in the Programme or are added to the Programme throughout the year.

Any Member can also request other events/ topics to be included in the Programme. Whenever there is sufficient interest from Members in respect of a topic, or where the topic is considered by the Constitution and Members' Development Committee to be of sufficient importance, all efforts will be made to accommodate these requests.

There will also be some opportunities to attend external events subject to certain criteria, details of which are dealt with in section 6 below)

4. **Development Opportunities for Senior Members**

A) Required Development

All newly appointed Executive Members, Chairs and Vice-Chairs are required to attend Chairs' training sessions following the Council AGM (or on appointment as a Chair, if not appointed at the AGM).

These training sessions will cover:

- effective chairing skills;
- an overview of their role and scope of their respective responsibilities;
- decision making processes of the Council (both Member and Officer);
- any audit/legislative requirements tailored to need/relevance; and
- Media skills

B) Senior Members' Delivery Framework

Members are also asked to introduce a Senior Members' Delivery Framework (i.e. Executive members, Chairs and Vice Chairs of committees and panels) which will assist in identifying any development needs of Senior Members in undertaking their respective roles and would cover such things as:

- changes to Member Portfolio's;
- introduction of new legislation;
- development of new/revised policies; and
- specific skills/knowledge requires of the position held.

It is also proposed to introduce a 360 degree feedback mechanism as part of the above to allow Members to gain feedback from colleagues/officers to help them assess their own effectiveness and performance in the delivery of those key roles. Any such feedback would be anonymous and confidential.

5. **The Expectations and Responsibilities of Members**

The Programme is a key part of the Council's commitment to Member Development and training is a shared responsibility between the Council and individual Members.

In order to aid the successful delivery of the Programme, it is important that Councillors seek to fulfil their responsibilities through the following:

A) Induction Programme - all newly elected Members to engage in the Council's Induction programme;

B) Attending required training or development events - Members will be required to undertake training or attend briefings in respect of certain roles and in order to serve on certain Committees. These would include Planning & Development Committee, Licensing Committee and Sub-Committees, Standards Committee and Standards Hearings Sub-Committee, Staff Appeals Committee, Corporate Affairs and Audit Committee, Teesside Pension Fund, Teesside Pension Board and Family Placement Panel.

C) Personal Development Plans - Members will have the opportunity to complete a Personal Development Plan which will enable Democratic Services to identify events that may meet the individual's needs and / or the role of the Member, and the broader requirements of the Council.

D) Evaluation - Members complete training evaluation forms at the end of any development event attended. This should be done as honestly and as constructively as possible, so that any necessary changes can be made accordingly to future events / programmes. Members might wish to keep a copy of these with their Personal Development Plans.

E) Sharing Learning Experiences - When Members attend external training and development events, in some cases, Members may be asked to provide a briefing session to other Members in order to pass on any information/ learning acquired.

6. Attendance at External Events

Attendance at external training and development events and conferences can assist the work and development both of individual Councillors, and of the Council, by bringing new knowledge and ideas into the Authority.

However, in order to ensure that attendance at such training events represents the best use of Council resources, it is necessary to have the following criteria for determining attendance:

- 1 The event directly relates to the priorities and work of the Council, and to the role of the Member requesting to attend, OR
- 2 The event directly addresses new legislation, new “best practice” requirements, or other innovation and **relates to the role of the Member** OR
- 3 The event meets the personal development needs of the individual Member.

Other factors will also be taken into account, including ‘best value’ (e.g. consideration of the delegate fee, travel and accommodation costs, location and duration of the event); the budget available; and the provider.

Authorisation to attend any external development event sits with the Members’ & Statutory Services Manager.

Members wishing to attend such events should therefore contact the Members’ & Statutory Services Manager, **before** booking any event. Many events become fully booked very early, and so Members should give as much notice as possible of events that they wish to attend.

7. Annual Report

An annual report will be submitted to the Constitution and Members’ Development Committee which will contain feedback on the Member Development Programme, Member attendance; together with any proposals to review the Programme

8. Budget

The Member Development Budget for 2016/17 is £6000. It is proposed that the Member Development Budget be increased to £20,000 to cover the costs of the additional training identified following the completion by members of the Competency Skills Framework and the attendance of Executive members at the LGA Leadership Academy training events.

9. Implementation of the Competency Skills Framework

This report will be submitted to the Constitution and Members' Development Committee to agree the Member Development Programme. If agreed, the Competency Skills Framework will be introduced as part of the Member Development Programme for the year 2017/18.

MEMBER DEVELOPMENT PROGRAMME 2016/17

Events marked as “Required Training” relate to those Committees where all Members, including substitutes, are required to undertake training in order to participate as a Member of the Committee. Training for these will be provided twice each year. Members are only required to attend one of the sessions. Members who do not attend the required events will not be able to sit on the Committee / body concerned.

TOPIC	REASON	Notes
Staff Appeals Committee	Required training	Session mandatory for new Members and those wishing to substitute; existing Members welcome to attend - Tuesday 28 June 2016.
Chief Officer Appointment Committee	Required Training	Session mandatory to new Members - 25 May 2016 (1 to 1 Cllr Coupe)
Combined Authority Update	Service Area suggestion	Session will provide Members with an update in respect of the Tees Valley Combined Authority, and will form the basis for discussion on how the Combined Authority and a Tees Valley Mayor could best work together. Attendance is optional – 13 June 2016.
Planning & Development Committee	Required training	Session mandatory for new Members - 18 May 2016 (1 to 1 Cllr Blyth)
Corporate Peer Review and Council Improvement Plan	Service Area suggestion	The purpose of this briefing is to shortly outline the findings of the Corporate Peer Review, and to explain to Members how the Council plans to address them as part of a wider improvement planning framework. Attendance is optional – 25 May 2016
Corporate Peer Review and Council Improvement Plan – Update Session	Service Area suggestion	The purpose of this briefing is to shortly outline the findings of the Corporate Peer Review, and to explain to Members how the Council plans to address them as part of a wider improvement planning framework. Attendance is optional – 18 July 2016
Licensing Act 2003 (Alcohol)	Required training	Session mandatory for new Members and those wishing to substitute; existing Members welcome to attend – 4 July 2016

TOPIC	REASON	Notes
Licensing Committee (Taxis)	Required training	Session mandatory for new Members and those wishing to substitute; existing Members welcome to attend – 13 June 2016
Licensing Committee (Taxis)	Required training	Session mandatory for new Members and those wishing to substitute; 1 to 1 session arranged for Cllr Branson – 29 June 2016
General Codes of Conduct	Required training	
Scrap Metal Dealers Act 2013	Required training	Session mandatory for new Members and those wishing to substitute; existing Members welcome to attend – 15 August 2016
Sexual Entertainment Venues Local Government (Miscellaneous Provisions) Act 1982	Required training	Session mandatory for new Members and those wishing to substitute; existing Members welcome to attend – 25 July 2016
Standards Committee and Standards Hearing Sub-Committee	Required training	Session mandatory for new Members and those wishing to substitute; existing Members welcome to attend – 6 July 2016
Gambling Act 2005	Required training	Session mandatory for new Members and those wishing to substitute; existing Members welcome to attend – 5 September 2016
Teesside Pension Fund and Investment Panel	Required training	Session mandatory for new Members and those wishing to substitute; existing Members welcome to attend – 13 June 2016
Teesside Pension Board	Required training	All members are required to undertake the Pensions Regulator Toolkit within 3 months of appointment to the Board.
Corporate Affairs and Audit Committee - overview / refresher session – modular themes	Required training	Session mandatory for new Members and those wishing to substitute; existing Members welcome to attend – 27 June 2016

<p>Wrap 3 (Repeat of the session held on 01.03.16)</p>	<p>Service Area Suggestion</p>	<p>The Counter Terrorism & Security Act 2015 - S.26 of the Act now places statutory duty on Councils to <i>“have due regard to the need to prevent people from being drawn into terrorism”</i>.</p> <p>The UK’s long-term strategy for countering international terrorism is called CONTEST. Its aim is to reduce the risk from international terrorism, so that people can go about their daily lives freely and with confidence. The strategy is divided into the 4 strands-Pursue, Protect, Prepare & Prevent. Delivery of Pursue, Protect & Prepare are Police led, whereas Prevent is a multi-agency approach.</p> <p>Prevent aims to provide practical help to prevent people from being drawn into terrorism and ensure they are given appropriate advice and support by working with a wide range of sectors (including education, criminal justice, faith, charities, online and health) where there are risks of radicalisation that need to be dealt with.</p> <p>WRAP is a Home Office training package designed for front-line staff in the private and public sector including: HR professionals, social services, the health sector, the education sector, the probation service, offender management units, family protection units, employment services and the housing sector. It provides an overview of the Prevent Strategy and ways of identifying individuals vulnerable to radicalisation, as well as those who radicalise.</p> <p>WRAP 3 training takes 1 ½ hours and involves a presentation from Community Safety Officer Andy Shippey and presentation of the HM Government WRAP video.</p> <p>Attendance is optional; Members who attended on 01.03.16 are not required to attend this session – 20 July 2016</p>
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TOPIC	REASON	Notes
Understanding the Council Financial Statements	Service Area suggestion	<p>Training session will be held following conclusion of the Corporate Affairs and Audit Committee meeting.</p> <p>Whilst training has been arranged to assist current members of the Committee in their role, the Chair has agreed that an invitation be extended to all Members, as this topic may be of wider interest 28 July 2016</p>
Far Right and Extreme Right Wing Groups	Service Area Suggestion	<p>Following the tragic events around MP Jo Cox, Middlesbrough Council's Community Safety Team feel it is an appropriate time (as an add on to the workshop to raise awareness of PREVENT) to give a briefing on Far Right and Extreme Right Wing Groups.</p> <p>The briefing will cover some of the groups in existence, and symbolism employed through clothing, tattoos and flags.</p> <p>The aim of the briefing is to aid those in front line services to recognise those at risk in our communities of radicalisation of these growing groups, and to refer them through safeguarding to prevent further involvement – 7 September 2016</p>

TOPIC	REASON	Notes
Visit to Holme House Prison	Following Scrutiny Panel Investigation	Offered as part of Community Safety and Leisure Scrutiny Panel investigation / review of Reoffending and Rehabilitation by Richard Phelan; visit is open to all Members – 23 September 2016
Final Accounts Training	Service Area Suggestion	An additional training session predominantly for Members of the Corporate Affairs and Audit Committee; however, all Members welcome to attend – 27 September 2016
Risk Management and Balanced Scorecards	Member and Service Area – Joint Suggestion	<p>The purpose of this session is to deliver briefings / introductory training on:</p> <ol style="list-style-type: none"> 1. The Council's approach to Risk Management; and 2. The new Balanced Scorecard model. <p>Although the session will be of particular interest to Scrutiny and Audit Committee Members, as it will support their ability to assess and challenge information presented to them by officers in relation to risk and performance management, all Members are invited to attend – 28 September 2016</p>
Connected Persons	Councillor Suggestion	<p>Requested by Councillor Mike Carr.</p> <p>To brief Members on the Council's role in supporting family and friends who care for other people's children – 29 September 2016</p>

TOPIC	REASON	Notes
Corporate Parenting	Service Area Suggestion	Formal training for Councillors which provides an overview of the role and functions of the corporate parent and supports them to champion the needs and interests of children in care - 30 November 2016
Dementia Awareness (Alzheimer's Society – Guidance for Councillors)	Service Area Suggestion	Presentation to Full Council by Director of Public Health – 7 September 2016
Property Asset Disposal (Session A)	Requested by Chief Executive	Presentation by the Chief Executive in respect of recent Council Asset Disposal – Attendance only required at one session - 4 October 2016
Planning & Development Committee	Required training	Session mandatory for new Members – 5 October 2016 – 1 to 1 Cllr McGee
Property Asset Disposal (Session B)	Requested by Chief Executive	Presentation by the Chief Executive in respect of recent Council Asset Disposal – Attendance only required at one session - 6 October 2016
Parliamentary Boundary Proposals	Service Area Suggestion	18 October 2016 – All Members Invited

TOPIC	REASON	Notes
Better Health Programme	Request of the Mayor and Chair of the Health Scrutiny Panel	<p>The Mayor and the Chair of the Health Scrutiny Panel would like to invite all Councillors to a seminar about the Better Health Programme on 25 October at 10am in the Council Chamber.</p> <p>The Better Health Programme is about how the local NHS can provide the best possible services over the next five years, and beyond. Health leaders, including doctors, nurses and other care professionals in County Durham and the Tees Valley are looking at how this will be done, in discussion with their colleagues, with patients and their representatives, and with local authorities.</p> <p>Representatives from the NHS will provide Members with a background to the programme and details of the possible implications for the health landscape in Middlesbrough and there will be an opportunity for questions.</p>
Staff Appeals Committee	Required training	Training is mandatory for new Members and those wishing to substitute; arranged for Councillors Dean and N Walker – 31 October 2016.
Onestop / CRM	Councillor / External Consultancy Suggestion	The Members' Onestop Constituency Casework System will be moving from Objective to CRM in January 2017. This workshop is to ascertain Members' views and requirements and to offer a demonstration of the new system's processes. Scheduled to take place on 7 November 2016.
Tees Valley Combined Authority	Requested by Strategic Director, Finance, Governance and Support	Briefing session for Members to receive an update in respect of the Tees Valley Combined Authority.

TOPIC	REASON	Notes
Taxi Licensing Regional Training Event	Councillor Suggestion	Cllrs Taylor and J Walker to attend as Chair and Vice-Chair of Licensing Committee – 8 November 2016.
An Introduction to Middlesbrough Council Finances	Councillor / Service Area Suggestion	The Head of Financial Governance and Revenues and Cllr N Walker Executive Member for Finance and Governance to deliver this training session, which will provide Members with an introduction to Middlesbrough Council's financial matters. Scheduled to take place on 10 November 2016.
Risk Management Training (for Members of the Corporate Affairs and Audit Committee)	Service Area Suggestion	Scheduled to take place on 8 December 2016.
Codes of Conduct	Request of Standards Committee / Monitoring Officer	
Chairs Training	Required training	
Safeguarding Vulnerable Adults	To cover types of abuse, and how agencies work together to deal with/ prevent abuse	TBA
Integrated Health and Social Care Services	MBC progress in developing IHSC	
Links to Decision Making Process	Identified by Members	TBA
Local Government Finance	Identified by Members	TBA
Chairing Skills (For All Members)	Identified by Members	TBA

TOPIC	REASON	Notes
Listening, Questioning & Communication	Identified by Members	TBA
Personal Safety & Handling Aggression	Identified by Members	TBA
Local Codes of conduct / Protocols: Member/officer relations Member Protocols/Conventions Meeting etiquette	New Protocol Identified by Members	TBA
IT Training (Word, etc)	Identified by Members	Ongoing with Members
Coaching & Mentoring		TBA
Communication Skills		TBA
Conducting Successful Meetings		TBA
Information Gathering & Analysis		TBA
Problem Solving		TBA
Time Management		TBA
Managing & Resolving Conflict		TBA
Performance Management		TBA
Media Training		TBA

CONSTITUTION AND MEMBERS' DEVELOPMENT COMMITTEE

TERMS OF REFERENCE

Constitution and Member's Development Committee

Membership:

Chair: Chair of the Council – Councillor S Bloundele

Members: Deputy Mayor: Councillor C Rooney; Group Leaders: Councillor Cox, Councillor J Hobson, Councillor Mawston and Councillors Brady, Harvey, Sharrocks and N J Walker

Terms of Reference

To be responsible for reviewing and recommending to Council all changes to the Constitution.

To be responsible for advising and making recommendations to the Council on any matter relating to civic and ceremonial functions of the Council.

To develop and review the Member Development Policy.

Seats : 9

Quorum: 3