



DRAFT

MEMBER DEVELOPMENT STRATEGY 2005

Draft Introduction

Dear Colleague

One of my main roles as Counsellor Advocate is to have an overview of the Members' Learning & Development Programme, and to ensure that an appropriate programme of member development events in line with the I&DeA Member Development Charter is provided to meet the learning and development needs of all Members.

The Council has now established a Member/officer Working Group to oversee and advise on the Member Development Programme. This will serve as an important link between the Members and the officers responsible for planning and administering the Programme.

The role of the Counsellor Advocate and the Members' Development Working Group are both important elements in the continual development and the implementation of the Members Development Strategy and the Member Development Programme. However, success in delivering the Strategy will depend on all Members and Officers of the Authority working closely and effectively together.

The Member Development Programme has the potential to assist us in undertaking our roles and responsibilities as Members in a way that will enable us to best represent the Council and our constituents.

However, the Member Development Programme will only be effective if we are committed to making full use of it. I urge all Members to identify those opportunities that might assist them in their role as Councillor, and to attend those events that are appropriate.

Finally, this year is important in respect of the ongoing Commitment of the Council and its Members to the I&DeA Member Development Charter. The Council signed up to the Charter in 2000. However, this year the Charter is being re-launched jointly by I&DeA and our Regional Employers' Organisation, NEREO. The new joint Charter introduces far more requirements, and will only be granted, once the requirements are met, for a limited period. I want to make sure that we meet the requirements of the new Charter, and that we are granted Charter status during the next 12 months.

Shamal Biswas
Counsellor Advocate

Middlesbrough Member Development Strategy 2004-5

1 Introduction

Middlesbrough Council is committed to a policy of Member Development and Training. In 2000, the Council signed up to the Improvement and Development Agency (I&DeA) Member Development Charter. Since then, the I&DeA National Charter has been used as a benchmark for good practice in Member Development and Support.

Elected 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.

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

The purpose of the Member Development Programme is to increase elected Members' personal skills base in areas related to their activities as a representative for their Ward, along with any other roles that they have within Middlesbrough Council, and to enable them to gain a better understanding of issues facing local Government in general.

2 Aims & Objectives of the Member Development Strategy

The Council's key strategic themes are

- 1) Supporting children and learning
- 2) Promoting healthier communities and effective social care for adults
- 3) Creating safer and stronger communities
- 4) Transforming our local environment
- 5) Meeting local transport needs more efficiently
- 6) Promoting the economic vitality of Middlesbrough
- 7) Ensuring that the Council is 'fit for the purpose'

The key aims and objectives of the Member Development Strategy 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, and the Council's key strategic themes
- provide elected 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.
- enable Members to be fully conversant with the Council's key strategic themes, in order that their activities as a Councillor are consistent with Council priorities
- ensure that the requirements of the I&DeA / NEREO Member Development Charter are met (see Appendix 1).

3 Member Development Programme

The Member Development Programme is a key part of the Member Development Strategy. It is a shared responsibility between the Council and individual Members.

The responsibilities of the Council

The Council will meet its responsibilities by making the following available to all Members:

Induction Programme

All newly Elected Members will be offered a comprehensive Induction Programme which will cover the basic areas of knowledge necessary to newly elected Councillors.

In general the Induction Programme will provide information on

- ⇒ how the Council works
- ⇒ the legal requirements, roles and responsibilities of Members
- ⇒ Codes of Conduct, Protocols, and requirements in respect of ethics and probity
- ⇒ the services the Council delivers

Induction sessions will also be open to re-elected members whose experience and knowledge can be passed on to new Members.

Development Opportunities and Attendance at events

A schedule of planned activities is attached at Appendix 2. These activities are aimed at meeting

- issues identified in Members' Personal Development Plans (see Section 5)
- common needs of the Council and its Councillors
- organisational priorities

There will be a number of specific and relevant briefings, seminars and workshops that will be provided to inform Members in respect of local and national issues. There will also be a range of other events that Members may wish to nominate themselves or other Members to attend, or be invited to attend by officers/ service areas: these events might include external conferences.

Budget

There will be a discrete Member Development Budget.

Member Development Framework

The Council will put in place and maintain a framework that meets the requirements of the NEREO/I&DeA Member Development Charter. However, it will also be a responsibility of Members to undertake those actions that are required to ensure that Charter status is granted.

The responsibilities of Members

Councillors will fulfil their responsibilities by undertaking the following:

Induction Programme

All newly elected Members will be expected to engage in the Induction Programme that the Council provides.

Minimum level of developmental activities

All elected Members will be expected to maintain their skills and knowledge by undertaking a minimum of five professional development activities each year. This is an undertaking expected of the NEREO/ I&DeA Member Development Charter that the Council has signed. These development activities should relate to the duties, roles and responsibilities of elected Members.

Attending required training or development events

Members will be required to undertake training or attend briefings in respect of certain roles. Attendance at a training or development event is essential before Members can serve on certain Committees, such as Licensing Committee, and Planning & Development Committee. Members will also be required to attend briefings, or undertake training, before sitting on certain other bodies including Standards Committee, Complaints & Appeals Committee, and Family Placement Panel.

Newly elected Chairs and Vice-Chairs will also be required to attend Chairs' training sessions following the Council AGM (or appointment if not appointed at the AGM)

Personal Development Plans

Members will be required to complete a Personal Development Plan in order to attend external training and development events. This is to ensure that such events properly meet the identified development needs and / or the role of the Member.

External Training Events and Conferences

The NEREO/ I&DeA Member Development Charter requires that the Members Development Strategy promotes the dissemination of learning.

In order to achieve this, when Members attend external events and conferences they are required to lodge in the Members' Library any training and/or information material they receive. In some instances, Members might be asked to pass on the information by way of a briefing to other Members. See also Section 8 below.

NEREO/I&DeA Member Development Charter

Members will be expected to undertake those actions that are required to ensure that Charter status is granted.

4 Seeking advice on the Member Development Programme

Members can speak to any of the key contacts named at the end of this section regarding their individual development needs.

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 Member Development Working Group to be of importance, all efforts will be made to accommodate these requests.

5 Personal Development Planning

A key element of the Member Development Strategy is Personal Development Planning. Each elected Member will be offered the opportunity to complete an annual Personal Development Plan which will record all development activities undertaken and which will assist in the identification of training and development needs.

All Members will be invited to attend a one-to-one question and answer session with a Human Resources Officer. This will help to evaluate individual performance as an elected Member, and to identify any current or future training needs and preferred training styles.

In addition to identifying personal development needs, this work will assist the Council in identifying 'gaps' in the broader Member Development Programme.

6 Executive Members' Performance Framework

The Members' Performance Framework will assist in identifying any development needs of Executive Members upon taking up post, following any changes to the Executive Member's Portfolio, or following the introduction of new legislation, policy or service delivery developments.

Arrangements will exist for the operation of the Members' Performance Framework to inform the Members Development Programme.

7 The role of the Counsellor Advocate and the Members' Development Working Group.

The responsibilities of the Counsellor Advocate as set out in the Constitution of the Council include the following

"To have an overview of the Members' Development Programme, and to ensure an appropriate programme of member development in line with the I&DeA Member Development Charter."

This is an important link between the Members and the officers responsible for planning and administering the Member Development Programme.

The Council has also established a Member/ Officer Working Group, to be Chaired by the Counsellor Advocate, which will oversee and advise on the Member Development Programme.

The role of the Counsellor Advocate and the Members' Development Working Group are important elements in the continual development and the implementation of the Members Development Strategy and the Member Development Programme.

8 Attendance at Training and Development Events

Attendance at Internal Events

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

Attendance at External Events

Attendance at external training and development events and conferences¹, can assist the work and development both of individual Councillors, and of the Council, by bringing new knowledge and ideas into the authority, and through the process of networking outside the Council.

However, in order to ensure that attendance at external training and development events represents the best use of the Council's resources, it is necessary to have clear criteria for determining who should attend which conferences and other external events. These criteria, along with the approval process, are set out in Appendix 3 attached.

9 Evaluation – Internal and External Training & Development Events

Members will be asked to complete a training evaluation form 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. Member might wish to keep a copy of these with their Personal Development Plans, and will want to include details of events attended in their Annual Reports.

If Members have any strong concerns that they feel unable to share on an evaluation form, they should discuss these with any of the Key Contacts (below)

10 The Role of Standards Committee

The Council's Standards Committee has a legal requirement to oversee the training and development of Members in respect of the Code of Conduct. This role is extended so that the Standards Committee in Middlesbrough has an oversight of all Member development matters. In order to achieve this, all amendments and updates to the

¹ This does not include annual conferences of bodies of which the Council is a member, or to which the Council is affiliated, as such conferences do not come within the Member Development Programme

Member Development Strategy will be referred to the Standards Committee for approval. In addition, information reports shall be presented to the Standards Committee on a regular basis relating to the Member Development Programme, and attendance of Members at training and development events.

11 The Revised Member Development Charter

The Council first signed up to the Member Development Charter in 2000. This year the Charter is being re-launched jointly by I&DeA and our Regional Employers' Organisation, NEREO.

The new joint Charter introduces far more requirements, which must be met before Charter status is granted. Once the requirements are met, the Charter will be granted for a period of three years, after which the Authority will be inspected to ensure that the Charter requirements are being maintained.

The main Charter requirements are outlined at Appendix 1 to this Strategy.

12 Key Contacts

Chris Davies	Members' Office Manager	Tel 729704
Sylvia Reynolds	Senior Resources Officer	Tel 729697
Nigel Sayer	Executive Office Manager	Tel 729031

I&DeA MEMBER DEVELOPMENT CHARTER: REQUIRED MILESTONES & STANDARDS

COMMITMENT TO MEMBER DEVELOPMENT

- Top political and managerial leadership commitment to the development of elected members
- Policy statement in respect of Member development
- Equality of opportunity and access to learning and development
- Budget
- Officer resource report
- Dissemination of learning by Members

STRATEGIC APPROACH TO MEMBER DEVELOPMENT

- Member led strategy
- Linkage to Council Corporate Plan
- Members roles clearly set out
- Process for identification and need at individual and Council wide level
- Structured and timely approach to promoting development opportunities
- Appropriately learn with external partners
- Strategy for induction
- Addresses political leadership and team development of Members
- Mechanisms for evaluation and informing future plans

MEMBER LEARNING AND DEVELOPMENT PLAN IN PLACE

- Addresses development priorities
- Identifies what development activities should achieve
- Sets out how, when, where and who is responsible for Member development
- Takes account of access to development opportunities
- Linkage between individual plans and the Council's corporate and other plans
- Representative elective Members consulted

LEARNING AND DEVELOPMENT IS EFFECTIVE IN BUILDING CAPACITY

- Members learn and develop effectively
- Learning is shared with other elected Members and where appropriate with officers and stakeholders
- Investment in learning and development is evaluated in terms of benefits and impact
- Identifies (and implements) improvement to learning and development activities

MEMBER DEVELOPMENT PROMOTES WORK LIFE BALANCE AND CITIZENSHIP

- Assists those with family responsibilities
- Reviews how Council business is conducted to allow for equality of access to key political decision making mechanisms

Holds events for the community to encourage people to become community leaders

<u>Events already delivered/organised</u>	<u>Date</u>	<u>Time</u>	<u>Type</u>	<u>Notes</u>	<u>Key Strategic Theme</u>
Social Services Direct payments	14/4/04	17:00	Internal briefing		2
Community Council Review	29/4/04	11:00 14:00 17:00	Internal briefings		2,3,4
Streetscene	13/5/04	16:30	Internal briefing		4
Licensing	17/5/04	13:30	Internal training	For Licensing Committee members	2,7
Housing Stock Transfer	17/5/04	16:00	Internal briefing		2,6
Planning – the future of Hemlington Grange	19/5/04	17:00	External seminar	Seminar facilitated by external consultants	4
Housing Stock Transfer	25/5/04	10:30	Internal briefing		2,6
Licensing Act	7/6/04	09:30	Internal training		2,7
Cleveland Fire Brigade – Awareness Seminar	8/6/04	09:30	Seminar		3,7
Housing Stock Transfer	14/6/04	16:00	Internal briefing		2,6
LSP	16/6/04	14:00	Internal briefing		6
New Corporate Image	17/6/04	12:30	Internal briefing		7
Balance of Funding	8/7/04	12:00	External briefing	Provider CIPFA	7
Scrutiny Training: Questioning techniques and rationalising evidence	14/7/04	09:15	Training session	Provider Aware UK	7
Middlehaven	15/7/04	10:00	Briefing session	Internal + Allsop	4,6
Land & Property Disposal - Update	16/8/04	16:30	Internal briefing		4,6,7
Media Training for Scrutiny Chairs	31/8/04	09:00	Internal seminar	Ian Cross/Mike Clark	7
Role of Middlesbrough PCT	8/9/04	12:30	External presentation	Provider – Middlesbrough & Eston PCT	1,2,7
Scrutiny Training – Presentation Skills	15/9/04	09:15	External Training	Provider – Aware UK	7

Media Training for Scrutiny Chairs	16/9/04	16:00	Internal seminar		7
Fire Service Modernisation	27/9/04	17:30	External briefing	Provider – Chief Executive, Cleveland Fire Authority	3,7
National Probation Service	30/9/04	12:30	External presentation	Provider – Middlesbrough Probation Service	2,3,7
Role of South Tees Acute Trust	4/10/04	15:00	External presentation	Provider - South Tees Acute Trust	1,2,7
Licensing	06/10/04	12:00	Internal briefing		2,7
Scrutiny Training – Project Management and Chairing Skills	11/10/04	16:30	External training	Provider – Aware UK	7
Scrutiny Training: Questioning techniques and rationalising evidence	10/11/04	12:30	Training session	Provider Aware UK	7
Education briefing	11/11/04	5:00	Internal briefing		1
Freedom of information	29/11/04	5:00	Internal briefing		7
Erimus Transfer - Onestop	1/12/04	1:30	External Briefing	Erimus Housing	7
Erimus Transfer – Onestop (repeat)	7/12/04	5:30	External Briefing	Erimus Housing	7
Draft Community Strategy	10/01/05	5.30	Internal briefing		All
Draft Community Strategy (repeat)	13/01/05	10:00	Internal briefing		All
Emergency Planning	26/01/05	2:00	Internal briefing		2,3,7

<u>Proposed Events</u>	Audience	Type	Notes	Key Strategic Theme	Priority
Getting the message across in press and radio interviews – practical training	Non- Executive Members	Internal workshop	? Ian Cross + Mike Clark	7	<u>High</u>
Staff Appeals – legislation and practice	Staff Appeals Committee Members	Internal briefing/ workshop	? HR, ? Legal	7	High
Licensing – the new legislation in practice	Licensing Committee Members	Internal training	? Licensing section ? Legal	2,7	High
Licensing – the new legislation, and how it links t the new Middlesbrough Policy	All Members	Internal briefing	? Licensing section ? Legal	2,7	High
The role of Councillors in planning – probity and propriety issues	All Members	Internal briefing	? Legal ? Members' Office	7	High
Regeneration	All Members	Internal briefing	? Tim White	4,6,7	High
Community Engagement	All Members	Internal briefing	? Sandra Cartlidge	3,7	<u>Medium</u>
Public Speaking & Presentation	All Members	Internal workshop	? Clement O'Donovan	7	Medium
Effective Communication Skills	All Members	Internal workshop	? Mike Brider	7	Medium
Working with Community Groups	All Members	Internal briefing	? Sandra Cartlidge	3,7	Medium
Introduction to Local Government Finance	All Members	Internal briefing	? Paul Slocombe	7	Medium
Dealing with Complaints & Appeals	Complaints & Appeals Committee Members	Internal briefing/ workshop	? Legal ? Members' Office ? Chair of Standards	7	Medium
Multicultural Awareness and Equality Issues	All Members	Internal briefing	? Carol Taylor	7	Medium

Crime & Community Safety	All Members	Internal workshop	? Ed Chicken ? Barry Coppinger ? Judge Fox or Judge Spittle	3	Medium
Environment One-Stop	All Members	Internal briefing	? Geoff Field	4,7	Medium

<u>Possible topics / Events</u>	Key Strategic Theme
Report writing	7
Basic Microsoft Office Skills / using IT systems	7
ECDL	7
Codes of Conduct / Member Officer Relationships	7

<u>Other</u>	Key Strategic Theme
Leadership Academy	7

Criteria and process for approving attendance at an external training or development event.

Approval Criteria

The criteria for attending external training and development events, including conferences, are as follows:

Criteria 1

The event directly relates to the priorities and work of the Council, and to the role of the Member requesting to attend,

OR

Criteria 2

The event directly addresses new legislation, new “best practice” requirements, or other innovation,

OR

Criteria 3

The event meets the personal development needs of the individual Member.

Other factors will also be taken into account, which will include 'best value' (e.g. consideration of the delegate fee, travel and accommodation costs, location and duration of the event), the budget available, and (in the case of external events) the provider.

Approval Process

Authorisation to attend any external development event must be approved by the Members' Office Manager (Chris Davies).

Members wishing to attend such events should contact the Members' Office Manager, or in his absence the Senior Resources Officer (Sylvia Reynolds), 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.

Promoting the Dissemination of Learning

Promoting the Dissemination of Learning is a requirement of the NEREO / I&DeA Member Development Charter. Attendance at external events is a valuable way of acquiring information about a wide range of issues including new and innovative practice, new legislation, and other regional and national developments.

- It will therefore be expected that, wherever appropriate, Members who attend external events will lodge with the Members' Library any course information, handouts, etc. In addition, any Member attending external events must be prepared to provide briefings or 'cascade' training to other Members