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Middlesbrough
moving forward

MEMBER DEVELOPMENT STRATEGY 2006/2007

DRAFT

Updated 6 April 2006

Introduction

Dear Colleague

As from this year, one of the important new roles for the Chair of the Council has been to have responsibility for Members' Development.   The next year or so will be extremely important in respect of Member Development issues.

In 2000 the Council signed up to the I&DeA Member Development Charter.   The Charter has now been re-launched jointly by I&DeA and our Regional Employers' Organisation, NEREO.   The new joint Charter introduces far more stringent requirements, and will only be granted once the requirements are met.   I want to make sure that we meet the requirements of the new Charter, but this will require a real commitment from all Members.   Simply having a Member Development budget and committed officer support will no longer get us Charter status.

We have recently offered all Members a Personal Development Plan interview. Members have complained in the past that the Members' Development Programme has not always best met their needs.   The Personal Development Plans will focus on what you feel should be provided, how, and when.   I will be urging you all over the forthcoming months to take up the offer of a Personal Development Plan interview so that we can ensure that your need are met, and that an appropriate programme of Member Development events is on offer to you.

The Council has also committed itself to going for Investors in People status for elected Members.   Achieving IIP will reflect well on the Authority in respect of its Corporate Performance Assessment score.   Again, this will require a real commitment from all Members to get involved in the process.

However, this is not just about Charters and awards.   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. That is its real importance to us as elected Members.

Steve Bloundele
Chair of Middlesbrough Council

MEMBER DEVELOPMENT POLICY STATEMENT

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

A Member Development Strategy will be produced each year.   This Strategy will have clear links to the Council's Key Strategic Themes, the roles and function of Councillors, and will address the main changes affecting the Council's priorities.

All Councillors will be given the opportunity to have a learning and development plan which values and recognises the skills, knowledge and experience they bring with them; identifies current learning and development needs;   and offers a diversity of ways to meet these needs.

An all party Member Development Working Group will ensure that Members are fully responsible for the review and development of the Member Development Policy, Strategy, and annual programme of training and development events.

The Chair of the Council will have the responsibility for ensuring that the Policy Statement is fully implemented, and will have the role of Councillor Learning and Development Champion.

The Members' Office will ensure the provision of nominated officers to work with the Councillor Champion and to support the Member Development activities of the Council.

There will be an identified annual budget, which will be sufficient to offer reasonable levels of training and development for all Members of the Council.

There will be clear links to the Council's People Strategy.

The Member Development Strategy will be communicated annually throughout the Council, and to the Standards Committee.

Middlesbrough Member Development Strategy   2006-2007

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.   The budget for 2006-2007 is £39,520

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, and the broader requirements of the Council.

External Training Events and Conferences

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

When Members attend external training and development events, they will be required to provide a short written report as a minimum, along with any handouts (etc) to the Members' Resources Team, which can then be distributed to all Members.   In some cases, Members will be asked to provide a briefing session to other Members in order to pass on any information/ learning that has been acquired.

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 Section 12 at the end of this Strategy document 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 sufficient 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 Executive 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 are in place to ensure that the Executive Members' Performance Framework   will inform the Members Development Programme.

7   <u>**The role of the Chair of Council and the Members' Development Working Group.**</u>

The responsibilities of the Chair of Council are set out in the Constitution of the Council as follows:

- To undertake the role of Member Development champion.

- To chair the Member Development Working Group.

- To have responsibility for the Member Development Policy, Strategy and the Annual Member Development Programme.

- To ensure that an appropriate level of Member development activities are in place, as required by the I&DeA Member Development Charter.

- To encourage Members to undertake appropriate levels of training and development activities in order that they have the necessary skills and knowledge to fulfil their roles as elected Members of the Council.

The Terms of reference of the Members' Development Working Group are attached at Appendix 3

8   <u>**Attendance at Training and Development Events**</u>

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 conferences[1] 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 4 attached.

9   <u>**Evaluation – Internal and External Training & Development Events**</u>

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

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[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

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 Member Development Strategy will be referred to the Standards Committee for comment and 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.

The Member Development Working Group will report to the Standards Committee.

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:
SUMMARY OF THE 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

DRAFT MEMBER DEVELOPMENT PROGRAMME
& KEY STRATEGIC THEMES 2006/2007

Title of Event	Date	Type	Notes	Key Strategic Themes
Finding Your Voice Part I	06.04.2006	External Seminar	Provided by NEREO	7
Finding Your Voice Part II	24.04.2006	External Seminar	Provided by NEREO	7
Impromptu Speaking	09.05.2006	External Seminar	Provided by NEREO	7
Working Better Together – Green Spaces Strategy	10.05.2006	Internal Briefing	Environment Department	4
Speed Reading & Other Effective Reading Strategies	10.05.2006	External Seminar	Provided by NEREO	7
Connexions	16.05.2006	Internal Briefing	Facilitator Andy White/Terry Redmayne	1,6
Time Management	23.05.2006	External Seminar	Provided by NEREO	7
Personal Safety for Cllrs – Part 1	02.06.2006	Internal Briefing	Provided by Pauline Harbron	7
Chairing Meetings for Members	08.06.2006	External Seminar	Provided by NEREO	7
Facilitation Skills – Planning & Running Effective Community Meetings & Focus Groups.	09.06.2006	External Seminar	Provided by NEREO	7
Personal Safety for Cllrs – Part 2	09.06.2006	Internal Briefing	Provided by Pauline Harbron	7
Childcare Bill	May/June	Internal Briefing	Provided by Andy White	1

Appendix 2

Title of Event	Date	Type	Notes	Key Strategic Themes
Education Maintenance Allowance (EMA)	June	Internal Briefing	Provided by Andy White	1
Member Procurement Training	June	Internal Briefing	Provided by Ron Brown	7
The Role of Criminal Justice Agencies in Addressing Drug Misuse.	June	Internal Briefing	Provided by Jan Douglas	2,3
Extended Schools	July	Internal Briefing	Provided by Andy White	1
Gambling Act	August	Internal Briefing	Provided by Maureen Braithwaite	6,7
Securing Good Care for Older People – Taking a Long Term View	August	Internal Briefing	Provided by Jan Douglas	2
Working Better Together – Community Payback	August	Internal Briefing	Regular Event: Environment	3,4
The Compact	October	Internal Briefing	Provided by Andy White	1
Working Better Together – Clean Neighbourhoods Act & Recycling	November	Internal Briefing	Regular Event: Environment	4
Working Better Together – Business Plan 2007/2008	February 2007	Internal Briefing	Regular Event: Environment	4
Building Schools for the Future - PFI	TBA	Internal Briefing	Provided By Terry Sutcliffe	1
Business Continuity Planning	TBA	Internal Briefing	Provided by Karen Robinson	7
Carers Act 2005 and Its Implications	TBA	Internal Briefing	Provided by Ruth Hicks	2
Child Protection – An Overview	TBA	Internal Briefing	Provided by Jenni Cooke	1

Title of Event	Date	Type	Notes	Key Strategic Themes
Children Looked After	TBA	Internal Briefing	Provided by Jenni Cooke	1
Communicating with Public	TBA	External Seminar	TBA	7
Continuing Care/Funding Long Term Care	TBA	Internal Briefing	Provided by Ruth Hicks	2
Council Meetings	TBA	Internal Briefing	Provided Richard Long/Chris Davies/Steve Bloundele	7
CPA	TBA	TBA	TBA	7
Education & Inspection Bill	TBA	Internal Briefing	Provided by Terry Redmayne	1
Equality Standards	TBA	External Facilitator	TBA	7
Leadership and Management Strategy	TBA	Internal Briefing	Provided by Linda Maughan	7
Licensing Act Changes	TBA	Internal Briefing	TBA	3,6,7
Lotus Database	TBA	Internal Briefing	Includes training on Members Services, Scrutiny Monitoring, Commis, Forward Work. 2 sessions per quarter are proposed.	7
Media Training	TBA	TBA	TBA	7
Mental Capacity Act and Its Implications	TBA	Internal Briefing	Provided by Ruth Hicks	2
Multi-Cultural Awareness	TBA	Internal Briefing	Provided by Jan Oliver	3,7

Title of Event	Date	Type	Notes	Key Strategic Themes
Office Services	TBA	Internal Briefing	Includes training on Powerpoint, Excel and Word. 2 sessions per quarter are proposed.	7
Planning Act for Planning & Development Committee Members	TBA	Internal Briefing	TBA	4,7
Planning Roles, Functions & Responsibilities of Members	TBA	Internal Briefing	Provided by Kevin Parkes	4,7
Primary Capital Programme – Building Primary Schools at the Heart of the Community	TBA	Internal Briefing	Provided by Terry Sutcliffe	1
Project Management	TBA	TBA	TBA	7
Regeneration Programmes	TBA	Internal Briefing	Provided by Kevin Parkes	6
Safe Guarding Adults (Adult Protection/Elder Abuse)	TBA	Internal Briefing	Provided by Ruth Hicks	2
Single Status & the Equal Pay Strategy	TBA	Internal Briefing	Provided by Linda Maughan	7
Staff Appeals – The Members Role	TBA	Internal Briefing	TBA	7
Standards Committee – Hearing & Disposal of Cases	TBA	Internal Briefing	TBA	7
Standards – Declaring Interests	TBA	Internal Briefing	Provided by Richard Long/Chris Davies	7
Standards – Gifts & Hospitality	TBA	Internal Briefing	Provided by Richard Long/Chris Davies	7
Understanding Local Government Finance	TBA	External Seminar	TBA	7

Title of Event	Date	Type	Notes	Key Strategic Themes
Urban Design	TBA	Internal Briefing	Provided by Kevin Parkes	4
Diversity	TBA	Internal Briefing	Elaine Bennet	7
Workforce Planning	TBA	Internal Briefing	Provided by Linda Maughan	7

TERMS OF REFERENCE: MEMBER DEVELOPMENT WORKING GROUP

TERMS OF REFERENCE

Member Development Working Group

Membership:
Chair: Chair of the Council
Members: Deputy Mayor, all Group Leaders
Officers: Members' Office Manager, Members' Resources Team Manager,
                   Executive Office Manager

Terms of Reference

The Member Development Working Group is an informal Working Group comprising Members and Officers of the Council.   The Group is Chaired by the Chair of the Council, who has the role of Member Development Champion.

The Member Development Working Group is responsible for
1   developing and reviewing the Member Development Strategy
2   developing, monitoring and reviewing the annual Member Development Programme
3   providing strong leadership and guidance to officers in respect of all Member Development issues
4   promoting best practice in respect of Member Development amongst all elected Members of the Council
5   encouraging the highest level of participation by all Members in the Member Development Programme, in respect of the Strategy, and in relation to Personal Development Plans (PDPs)
6   ensuring that the Council reaches and maintains the required level of skills, competences and practices to achieve I&DeA Charter status, and IIP status in connection   with elected Members

The Member Development Working Group will report to the Standards Committee.

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
Members are required to have completed a PDP before attendance at an external training or development event can be considered, and one of the following three points apply:.

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, OR

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 a short written report as a minimum requirement, and where appropriate to provide briefing sessions to other Members in order to pass on information or learning that has been acquired..