

**MEMBER DEVELOPMENT PROGRESS REPORT**

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**Summary**

This report informs the Chief Executive's Management Team Meeting about the Member development activities which have taken place since the Elections in June 2009 at Shropshire Council and future activities proposed for Members. It also proposes implementation of the Member Development Working Group, the overall purpose of which is to ensure learning and development for Members is Member led.

**Recommendations**

The Committee is requested

- A. to agree the proposed Terms of Reference for the Member Development Working Group.
- B. to agree the Member Development Programme from October 2009 onwards.

**REPORT****Background**

1. A successful bid for capacity building funding from the West Midlands Regional Improvement and Efficiency Partnership (RIEP) was made during 2008 as part of the transition to Shropshire Council. This funding has been used for all Shropshire Council Member development to date.

**Member Induction**

2. The new Member induction programme was delivered between 11<sup>th</sup> June and 28<sup>th</sup> July 2009. The purpose of the programme was to provide Members with the relevant knowledge and information about what is expected of them in their role. It also provided information and knowledge about the service functions of directorates; services and key contacts. During the induction programme, Members were regularly asked to identify their learning needs and this will continue to ensure that Member development is needs led.
3. There are 6 sessions that are considered to be essential for Members to attend, and were included in the induction programme. These are as follows:
  - Code of Conduct
  - Safeguarding
  - Corporate Parenting
  - Equalities and Diversity

- Licensing – for those Members who sit on these committees
- Planning – for those Members who sit on these committees

All 74 Members were invited to attend the first four essential sessions, either through the Member Induction programme, or additional sessions that have been arranged through the Member Development Programme. Twenty Members were invited to licensing training and 63 were invited to Planning training.

Attendance at these essential sessions has been sporadic so far and a breakdown of the number of Members who have attended the essential topics is given below:

- Code of Conduct – 60 (the remaining 14 Members will be approached individually)
- Safeguarding – 32 (42 Members have not attended)
- Corporate Parenting – 47 (27 Members have not attended)
- Equalities and Diversity – 24 (50 Members have not attended)
- Licensing – 8 (12 Members have not attended)
- Planning – 49 (14 Member have not attended)

Further sessions have been arranged for Members. How to deal with non-attendance will be reviewed and will be reported to Standards Committee.

4. Overall satisfaction of the Member induction programme is good, with an average of 89%. We will work with Members when developing further activities to ensure satisfaction remains positive, and assess impact going forward via the Member Development working group.

#### **Bespoke development sessions (post-induction)**

5. Additional sessions have been delivered for Members since induction to meet needs, including sessions entitled Local Joint Committee (LJC) Charing Skills (delivered on 7<sup>th</sup> & 8<sup>th</sup> July and 27<sup>th</sup> August 2009), Charing Skills for independent chairs of Committees (26<sup>th</sup> August 2009) and also visits to the Customer Service Centre (throughout August 2009). Members who attended the LJC Charing Skills training reported a 94% satisfaction with this event.
6. A 1:1 session for a Member entitled 'public speaking' took place on 23<sup>rd</sup> July 2009. Feedback was, *"the session with Emma was extremely useful and she knows her subject well. She has a relaxed and friendly demeanour which helps during such a focussed session. I have found her help a great help already"*.
7. Training sessions for Members on Planning Committees took place on 11<sup>th</sup> and 14<sup>th</sup> September 2009 and 23<sup>rd</sup> November 2009. Forty nine Members attended this training and feedback was again, positive. One Member commented *"a very well run event that encouraged Members to become involved"*.

8. A session on Licensing Committees took place on 2<sup>nd</sup> September 2009. Members reported an average satisfaction of 83% for this session and 8 Members attended this session. 1:1 sessions have been provided to those Members who were unable to attend this session and a further session is planned for 11<sup>th</sup> January 2010.
9. Tours of the Shirehall for Members, which had previously been cancelled due to lack of interest, were re-arranged for 16<sup>th</sup> and 20<sup>th</sup> October 2009 and 2 Members attended each of the tours.
10. To support brand new Members in their role and following a request from the induction programme, an informal session is scheduled for 17<sup>th</sup> December 2009. This will provide an opportunity for new Members and the Chief Executive and Assistant Chief Executives to meet and explore issues and identify any gaps in learning and development. If any new Members are unable to attend during the day we will also provide an evening session.

#### **Member Development Working Group**

11. A Member Development Working Group is proposed. The purpose of it is to achieve excellent Member Development in Shropshire by engaging Members in development. The proposed terms of reference can be seen at appendix A.
12. A pilot meeting of the group was held on 16<sup>th</sup> October where the proposed terms of reference were presented. It is proposed that an apolitical ethos is promoted, encouraging innovative thought. This is considered important to ensure the meeting focuses on delivering the elements within the terms of reference.
13. At the meeting of the group on 7<sup>th</sup> December, the group proposed to work towards achieving the primary level of the West Midlands Member Development Charter by June 2010, with a target date of achievement the full award by June 2011.

#### **Member 1:1 development reviews**

14. It is proposed that Members will be offered annual individual development reviews in order to capture needs to create a relevant programme of development going forward. The Member Development Working Group suggested that in the new approach, a team of Members are trained in how to carry out reviews and a flyer is sent to Members inviting them to make an appointment with a 'reviewer'.

#### **Member Development Programme**

15. Feedback on development needs, from the induction programme and individual development reviews will contribute towards the design of an ongoing Member development programme. The current proposal can be seen at appendix B. It should be noted that the needs of working members have been taken into

account by offering day and evening choices. The impact of Scrutiny is vital in the successful running/influencing of the organisation and scrutiny development sessions will be offered to Members and added to the programme in due course, on advice from CMT.

**Breakfast meeting with Guest Speaker - Peter Starbuck, Ph.D.**

16. During January 2010, Members will be invited to a breakfast meeting (7am-8.45am) with guest speaker Peter Starbuck. This innovative idea is designed to engage Members who are interested in debate and unable to attend during the day or in the evening. The subject of this first meeting will be 'The role of the member as distinct from that of a Manager'. Peter has written extensively on management topics internationally and on this topic specifically. He promises to prompt many new avenues of enquiry. Members of CMT and Organisation Development (OD) will attend this session.

**Protocol for attending conferences**

17. A protocol for Members to attend conferences is being considered. It is suggested that Members, along with the appropriate Director and Portfolio Holder will agree expected outcomes prior to attendance at the relevant conference. A short note identifying the key learning points and information should be compiled passed to Democratic Services who will arrange for distribution to Cabinet, CMT and all Members through the 'Councillors Corner' link on the intranet.

**Regional Member Development**

18. Cllrs Ann Hartley and Pauline Dee and John Skelton, Senior Organisation Development Officer attended a regional event on 27<sup>th</sup> November 2009. The purpose of this event was to engage and educate the representatives attending in working towards standards of excellence through achievement of 'West Midlands Regional Member Development Charter award'. It is proposed that together they will present and report back to Standards Committee in January 2010.

**Leadership Academy**

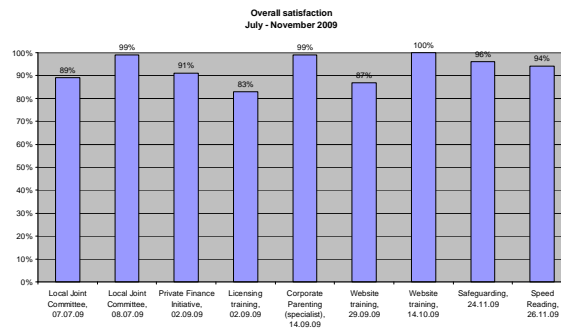
19. There are currently 4 Members who are taking part in the Leadership Academy. These are Cllr Karen Burgoyne, Cllr Simon Jones, Cllr Cecilia Motley and Cllr Steve Charmley. Councillor Simon Jones and Gwilym Butler have also applied for a place on the Academy and their applications are currently being processed. There is one remaining free place available to Members that must be confirmed by 31<sup>st</sup> March 2010.

**IDeA Peer Mentorship**

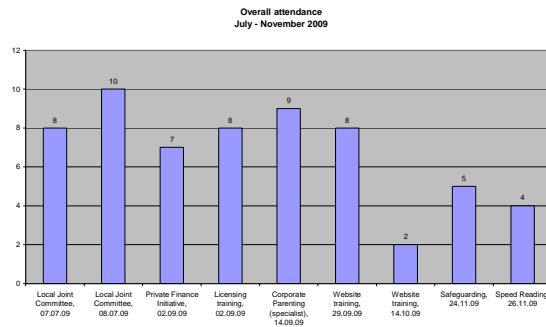
20. Members taking on new roles and shaping a new organisation may need support, clarity and advice about the complex and diverse issues that arise within individual and specialist roles. The Improvement and Development Agency (IDeA) offer one to one mentoring for new and experienced councillors including leaders and executive members. The capacity building fund is available for this type of support. This is to be explored by the Chief Executive with leading Members.

**Feedback, evaluation and impact**

- 21. Feedback from Member development activities has been largely positive, for example, average satisfaction is 89% from the Member Induction Programme. Future development activities will continue to be evaluated and reviewed through individual evaluation sheets and feedback from the Member Development Working Group, who's Members will act as champions.
- 22. Average satisfaction for the Member Development sessions delivered between July and November is 93%.



23. The number of Members attending each of the sessions is identified in the graph below:



24. All 74 Members were invited to attend the sessions identified in the graph above, with exception of the Local Joint Committee sessions on 7<sup>th</sup> and 8<sup>th</sup> July, where 28 Members were invited to attend and Licensing training where 20 Members were invited to attend.
25. Satisfaction is assessed through evaluation forms completed on the day. The real test of whether the learning has been worthwhile is by looking at the impact the learning has had on an individual's role. We will analyse impact of the induction programme in early 2010 and Member development generally, by conducting random surveys and focus groups.

### Conclusion

26. Feedback from all member development activities since June 2009 has been largely positive. Some Members commented that the induction programme was intense as there were several sessions running a week, consideration will be given to this when planning the ongoing Member Development programme.

There is concern about the low number of Members attending the 5 essential sessions, and non-attendance will be reviewed and is the subject of another paper to this committee.

The Member Development Working Group propose to meet every quarter to monitor the evaluation and impact of the Member development programme and act as champions to promote learning and development amongst Members. This working group will report to the Standards Committee.

**List of Background Papers (This MUST be completed for all reports, but does not include items containing exempt or confidential information)**

**Human Rights Act Appraisal**

The recommendations contained in this report are compatible with the provisions of the Human Rights act 1998

**Environmental Appraisal**

**Risk Management Appraisal**

**Community / Consultations Appraisal**

**Cabinet Member**

**Local Member**

**Appendices**