



REPORT OF:	HEAD OF CORPORATE DEVELOPMENT
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TO:	STANDARDS COMMITTEE
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AGENDA ITEM NO:		WARD(S) AFFECTED:	ALL
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SUBJECT:	MEMBER DEVELOPMENT FRAMEWORK
PURPOSE OF THE REPORT:	TO CONSIDER A PROPOSED FRAMEWORK FOR MEMBER DEVELOPMENT FOR CONSULTATION
RECOMMENDATIONS: <ol style="list-style-type: none"> To consider the principles proposed for the Member Development Programme and Framework and agree that it be used as the basis for consultation; and The outcome of the consultation exercise be considered by this Committee in April with a view to the Member Development Framework being submitted to the Executive and the Council in May/June 2004 for adoption. 	

Background

- The Council is going through a period of significant change. This includes responding to the introduction of the Leader with Cabinet model of local government, the establishment of the Overview and Scrutiny Committee to hold the Executive to account, the establishment of the Standards Committee, new licensing responsibilities, the Council's changes to the operation of the Planning Committee and the expansion of Members' community responsibilities.
- These and other changes to the way that the Council operates for example information technology developments have been adopted to assist the Council in striving to improve the services that it offers to the community. To equip its Members and Officers to deliver these it has to address whether they have available to them the necessary tools to do the job, including whether it has a structured Member Development Programme.
- The issue of Member Development was considered as part of the Comprehensive Performance Assessment process and Peer Challenge identified this as an area for improvement. The Inspectors considered that whilst the Council had developed an effective induction process for Members the current programme was too traditionally "knowledge based" and failed to address the wider skill/competency requirements to enable Members to understand and deal with their challenging roles within the new political structure and ethical framework. Whilst the formal CPA report is not due until later this year it is likely to make similar comments. The Standards Committee also recognised the need to develop Member training and asked for the current programme to be reviewed.

4. In response, the Council included an action in its Self Assessment Summary Improvement Plan to develop, plan and implement a Member Development Programme.
5. This report provides an initial basis for consultation with the Executive, Overview and Scrutiny Committee and Councillors generally via their Party Groups.

Member Development Framework

6. A Council wide commitment to effective Member development is a key driver in equipping Members with the skills, knowledge and attributes to make an impact in the modern Council.
7. Attached, at **Annex 1**, is an outline framework to take forward Member development within the Authority. The purpose of the document is to gain Council commitment to the principles of Member development, to outline the systems and processes and types of development together with a commitment to resource allocation.
8. The Council has attained the Investors in People status that is regularly monitored to establish whether the Council still achieves the attainment levels. One of the Indicators refers to ensuring that Managers and decision makers have the attributes, skills and knowledge they need to develop their people and the organisation. A number of the other IIP indicators also have similar links and developing the Member Framework will support the Council in its continuing efforts to maintain this status.
9. The development of this programme will also provide the Council with an opportunity to apply for the South East Employer's Member Development Charter. This would demonstrate that Members are fully equipped to meet the continuous range of challenges they face and would also provide the Council with an external accreditation. More details on the Charter are attached at **Annex 2**.

Personal Development Plans

10. The proposals would put in place an approach to Member Development similar to that adopted by the Officer organisation. This will allow Members to manage their own development according to their role within the Council and particularly needs. It would be intended to work through Group Leaders to identify needs (through personal development plans) and to tailor the programme accordingly. Alternatively, Groups might wish to nominate a Group Training Co-ordinator for this purpose.

Consultation

11. Subject to any comments from the Committee, it is proposed that the framework be referred to the Executive, Overview and Scrutiny Committee and the various Party Groups represented on the Council for consultation.
12. The Framework has been developed by a project team in consultation with the Executive Member for Organisational Development, Councillor Mrs Ross-Tomlin. The Project Team includes officers from the Corporate Development Unit, the

Monitoring Officer and the Training Officer and together they will be responsible for delivering the programme.

Timetable

13. It is proposed that the Member Development Framework could be progressed as follows:

Draft Framework to Standards Committee	Feb 2004
Consultation on Draft Framework (Including the Executive, Overview and Scrutiny Committee and Party Groups)	Feb/March 2004
Development of the detailed elements to be included in the Programme	Feb/May 2004
Standards Committee to consider the consultation responses	April 2004
Adoption of the Framework by Executive and Council	May/June 2004
Implementation of Programme	June 2004 onwards

Resource Implications

14. A growth bid of £13,000 is being made for inclusion in the 2004/05 budget for Member Development. The CPA Peer Challenge indicated that the balance of resource allocation to member training was inadequate and this is therefore being addressed. Subject to the decision of the Council the budget for 2004/05 is therefore likely to be £20,000.
15. If the growth bid is included in the Budget resources will be available to develop the programme and to work with Group Leaders and individual Members to support training and development requirements.

Conclusions

16. The CPA Peer Review identified that the Council needed to improve its Member Development opportunities. This report suggests that a more robust Member Development Framework be established to provide Members with the opportunities to work in the new political structure.
17. Subject to the development of this project the Council will be in a good position to apply for the Member Development Charter which would not only demonstrate that Members are fully equipped to meet the continuous range of challenges they face but it would also demonstrate the Council's position with external accredited recognition.

Background Papers: None



REIGATE AND BANSTEAD BOROUGH COUNCIL

MEMBER DEVELOPMENT FRAMEWORK

The Council recognises that elected Members have an important role to play in the organisation and in particular in representing their communities.

In order to ensure Members have the appropriate support to carry out their various roles the Council is committed to a programme of Member development and to providing sufficient resource to implement the programme. The Member development programme will:

- Recognise Members different roles and responsibilities including community leadership, scrutiny and representation of local communities;
- Involve a process of identifying individual development needs;
- Allocate officer resource to assist members and Groups to identify needs and provide information on resources;
- Ensure Members are made aware of the development opportunities available to them and that the Programme is incorporated in the annual schedule of meetings to maximise Member attendance at training events.

The Member Development Programme will include the following elements:

- Induction e.g. Roles and responsibilities, structures and functions;
- Ethics and Probity (including Code of Conduct);
- Community engagement skills e.g. working with partners, mediation, negotiating, consensus building;
- Constitutional arrangements e.g. Executive and Scrutiny Procedure Rules etc;
- Specialist training e.g. Information Technology, planning, licensing, disciplinary/grievance, employment law etc

Development opportunities will include:

- Formal Seminars/training sessions
- Guided reading
- Self Learning
- Mentoring etc
- Benchmarking visits to other Councils

- Presentations from specialists e.g. IDEA, Centre for Public Scrutiny, LGA
- Focus Groups of Members to identify needs/outcomes
- A Member Development web page containing resource material
- A library of useful websites to support Member Development
- A Member Development library of material in the Members Room

Member and Officer training be undertaken jointly where this is practical and appropriate.

All Member training will be evaluated and an annual report will be submitted to the Standards Committee indicating attendances, feedback and areas for improvement.

SOUTH EAST EMPLOYER'S CHARTER

Elected Member Development

We believe that at the heart of any Local Authority dedicated to meeting the needs of its community will be a commitment to the development of its elected members. Members will be supported and assisted in playing their vital role in modernising local government.

Signing up to the principles of the Charter commits the local authority to work towards expressing their commitment in practice by implementing the six key points of the Charter.

- Presentations from specialists e.g. IDEA, Centre for Public Scrutiny, LGA
- Focus Groups of Members to identify needs/outcomes
- A Member Development web page containing resource material
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All Member training will be evaluated and an annual report will be submitted to the Standards Committee indicating attendances, feedback and areas for improvement.

- Having a statement of intent.
- Ensuring that all members are made aware of learning and development opportunities.
- Having a process to identify individual development needs which involves members.
- Having an officer allocated to assist members and groups in identifying needs and providing information on resources.
- Having a strategy to meet the learning and development needs of elected members.
- Implementing the strategy locally.