

MEMBER DEVELOPMENT STRATEGY 2018 -2022

Approved by the County Council on **xxxx**
Version **x**

Add in Index

Forward by the Leader of Council, Chief Executive and Chair of Democratic Services
Committee

Member Development Strategy for Powys

1. Introduction

- 1.1** Since the adoption of the previous Strategy in 2011 local government in Wales has undergone huge changes. Further major structural changes are expected to take place over the time period of this Strategy. In addition to changes in the structure of local government, the need to become a commissioner of services, to work in partnership with a range of organisations and the future financial constraints on the authority will mean that the Council and role of elected Members will need to change and develop to meet the needs of their communities.
- 1.2** These changes are making it more important than ever for Members to continuously develop their range of skills and knowledge to ensure they are able to meet these challenges, opportunities and risks and feel fulfilled in discharging their duties. Therefore, as with the expectations of an employee of an organisation, there is an expectation that development opportunities will be provided for Councillors to enable them to undertake their role effectively.
- 1.3** This Strategy has been produced in consultation with Councillors.

2. Aims of the Strategy

- 2.1** The Strategy aims to:
- Equip Members, with a wide variety of skills and knowledge and competencies to fulfil their various roles
 - Encourage Members in their own development, as a Councillor and take up opportunities to develop their knowledge, skills and expertise during their term of office
 - Ensure Political Groups and Political Leaders are committed to the various aspects of the Members' Programme
 - Ensure the Members' Programme contributes to the Council's Vision 2025 – Open and Enterprising – where the Council is:
 - – Working with communities, residents and business
 - – Willing to look at new ways of working and delivering services
 - – Focussing on solutions rather than problems.

3. Supporting Members in their roles

- 3.1** Members are required to undertake demanding and varied roles and consequently their development needs are equally challenging and numerous. In addition, Members bring knowledge, skills and experience to their role as a Councillor. These need to be acknowledged and used, where appropriate, to benefit other Members and/or the work of any Committees.
- 3.2** Experience has also shown that “development” needs will vary during the term of office and are also dependent on the specific roles undertaken within the Council. These needs can be divided into the following:
- Core [essential] Knowledge and Skills
 - Corporate Development
 - Service Specific Issues
 - Specific Committee Issues

Appendix 1 provides an overview of the Members' Programme, to support Members in their various roles. The Programme will be delivered in a phased way and will include induction, ongoing development and refreshers and development meeting the needs of individuals.

3.3 In the past some councillors have indicated that they do not need any "development or training".

It is important to recognise that "development" can not only provide Members with new skills but also knowledge about services etc. Each year the Members' Programme will be agreed and will consist of:

- Mandatory development:
 - (i) Sessions which all Members must complete and may be either provided on two occasions per annum or be available on eLearning and
 - (ii) Committee specific sessions, which all Members of such committees must complete
 - (iii) Ad hoc mandatory development in response to changes in legislation and/or in response to issues raised within the Council
- Member development – opportunities to develop skills such as chairing meetings, understanding financial information, leadership
- Members' briefing sessions – briefings which will develop members understanding of issues, new policies, legislation, ways of providing services, role of voluntary and other organisations etc.

3.4 Each year the Council diary of Committee dates is published. This diary will include dates for the Members' Programme and the Mandatory development dates and topics will be identified. These details will also be included in Members' outlook diaries.

3.5 The Member Development Working Group [MDWG] will develop a rolling three month Members' Programme and details of topics will be promoted to Members. The MDWG will also ensure that the Members' Programme is delivered in a variety of ways including seminars, workshops, eLearning to ensure access. The Council is committed to review how digital technologies and other options for providing the Members' Programme can be used to support and enable Members access the Programme.

3.4 In addition to participating in the Members' Programme, Members are encouraged to attend courses provided for officers to develop contacts and relationships between them and officers. Where a course is attended by one member they should advise the MDWG whether such a course should be provided to all other members, as part of the Members' Programme and whether any adjustments should be made to make the course more relevant for members.

3.5 Members will also be encouraged to participate in development/ briefing sessions held across Wales, such as those organised by the Welsh Local Government Association [WLGA] and where feasible joint sessions will be developed by PCC with other authorities.

4. How the Members' Programme is created

4.1 The involvement of members, officers, political groups, committees and others is detailed below:

- a. Individual members** - It is important that individual members take responsibility for their development and commit to continually develop and update their knowledge and skills. They are expected to:
- identify their own development needs, with support from peers or officers, either by completing a Training Needs Analysis [TNA] or undertaking a Personal Development Review [PDR]
 - complete all Mandatory Member Development, where required
 - attend Member Development and Briefing Sessions to support them in their various roles
 - evaluate the Members' Programme and identify areas for possible future provision so that members' needs are met
 - use their new knowledge and skills within their various roles
 - share knowledge, skills and information with other members.

- b. Democratic Services Committee [DSC]** - The DSC will provide direction in respect of the development and support requirements of Members. The DSC has established a politically balanced, Member Development Working Group [MDWG], which is supported by officers.

The MDWG undertakes the following and reports to the DSC as required:

- oversees the development of the annual Members' Programme,
- considers requests for additional member sessions from members, political groups, directorates and Management Team,
- reviews the evaluation of sessions
- ensures that members' individual needs are met
- develops guidance to support member development
- reviews and develops the Council's application for the Wales Charter for Member Support and Development.

- c. Political Groups** – Groups should promote member development opportunities and also encourage and support members' participation. Political Groups should forward their views on member development to the MDWG via their representatives on the Working Group. The MDWG will also seek the views of Political Groups when appropriate.
- d. Political Group Leaders** – Group Leaders should manage members' attendance at Mandatory Development and monitor members' attendance at other member sessions. The MDWG will advise Group Leaders of the non-attendance or non-completion of Mandatory Development and attendance at other sessions. The MDWG will ask Group Leaders for their assistance in ensuring any non-compliant members complete the required mandatory development and find out why they have not attended other development sessions.
- e. Portfolio Holders, Directorates and Departments** – should identify issues for Member development and Member Briefing sessions. Those requesting sessions will be required to complete a Member Development summary form providing information about the session and its aims and objectives. This information will then be considered by the MDWG.
- f. Head of Democratic Services** – will ensure that the Members' Programme is produced, opportunities for development are utilised by the Council, including opportunities for networking with Members from other public bodies both within and outside Powys and that the day to day management of all aspects of Members'

Programme is undertaken. The Head of Democratic Services will consider good practice in other authorities etc. when arranging development and briefing activities.

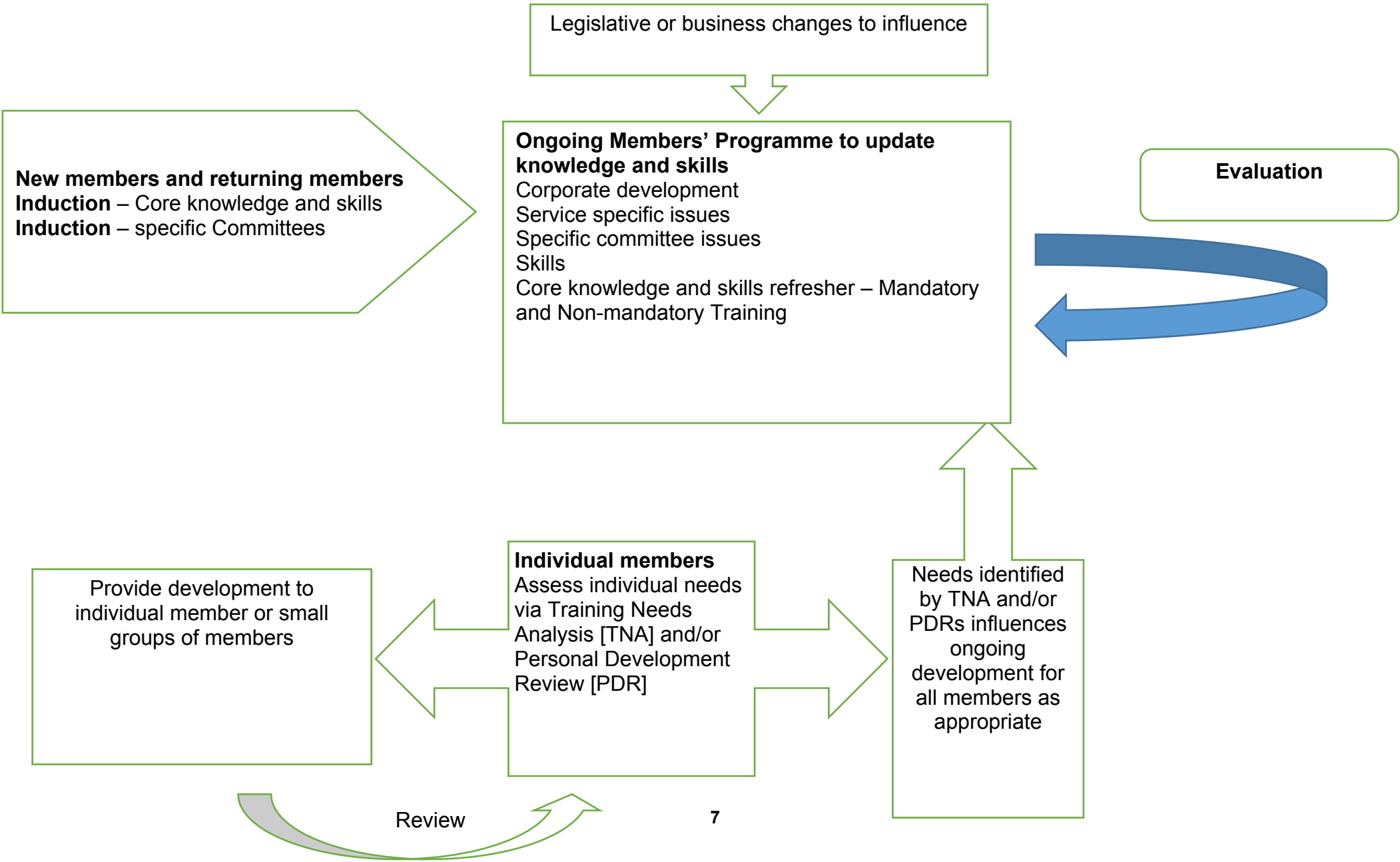
- g. Welsh Local Government Association [WLGA]** – WLGA guidance, support and expertise will be used throughout the development of the Members' Programme.

5. Evaluating effectiveness

- 5.1** Evaluating the effectiveness of the Members' Programme will be continuous and be undertaken by the MDWG to enable it to inform and strengthen the future Members Programme.
- 5.2** Evidence on the effectiveness of member development will be gathered in a variety of ways including:
- Member comment forms and feedback after individual events
 - Online survey of the induction programme
 - Assessment by individual members of the impact of learning on their effectiveness when considering their individual training needs.
- 5.3** The Members' Programme will be delivered using a mixed economy of in-house sessions, outside trainers and the MDWG will also consider the costs of the development activity against the benefits derived.

6. The Way Forward

- 6.1** The MDWG and DSC will develop an action plan to support the Strategy and will deliver the action plan and update this as appropriate, to ensure it continues to be relevant.
- 6.2** Minutes of the MDWG are received by the DSC. The MDWG will recommend issues to the DSC for consideration and adoption or recommendations to Council. Relevant issues from the MDWG will be reported to the Standards Committee and the latter's views will be sought on issues as required. The Standards Committee and other Committees may ask the MDWG to undertake specific pieces of work and the latter will be added into the action plan.



Induction – Core knowledge and skills for new members and returning members

New Members

Mandatory Induction Programme - Core Knowledge and Skills to enable New Members to become effective new councillors. These sessions to run from May to July including:

- Introduction to the Council's priorities, policies, services and structures
- Understanding how the Council works, including committee processes
- Overview of work and remit of each committee
- Meeting key senior officers
- Partner engagement, including Health, Police, Third Sector etc.
- Local Government Finance

All members

Mandatory Induction Programme - Core Knowledge for all Members to enable them to become effective councillors. These sessions to run from May to July including:

- Code of Conduct
- Child protection and vulnerable adults
- Data Protection Act

All Members not on the Planning, Taxi Licensing & Rights of Way Committee dealing with planning issues –

- Planning Protocol regarding the roles of the local member in planning

Specific committees - Detailed development for Committee Members to enable them to undertake their duties on specific Committees. Members will be unable to participate in these Committees until this development has been completed.

Ongoing Member's Programme to develop and update knowledge and skills

Mandatory development – sessions will be provided during a Council term as required and Members must attend these:

- Code of Conduct
- Child protection and vulnerable adults
- Data Protection Act [DPA] and IT & Information Security
- Treasury Management
- Equalities and Diversity training
- Violence Against Women, Domestic Abuse, Sexual Violence Act 2015 [VAWDASV] training

Corporate development - Members are expected to attend Briefing Sessions to support them in their roles. Sessions cover current issues, responding to needs identified by members, senior officers and in response to proposed changes to legislation etc. including:

- Changes to service provision and new ways of working and delivering services
- Finance and budgets Updates
- Performance management
- Community leadership and partnership working
- Community engagement

Sessions will be videoed and made available to Members

Specific committee issues – development will be provided to specific Committees when required to ensure its membership is kept up to date regarding issues and skills.

Skills – Core IT skills - development is provided to enable members to utilise available IT resources, development includes Microsoft word, email etc, Using the intranet, Members' Portal and internet including the Committee Management System, File management, Keyboard skills, Lync system

Core Knowledge and Skills for holders of specific roles -

- Chaining Skills
- Media Skills
- Public speaking skills/effective vocal skills
- Speed reading
- Effective meetings
- Scrutiny skills
- Presentation skills
- Networking
- Community leadership

Individual member or small groups of members

Courses to meet individual needs – sourced and provided as required.

Leadership Academy – Opportunities exist to attend the Leadership Academy provided via the WLGA

Internal PCC courses -

- E-learning courses available to staff and Members
- Other courses provided internally for staff

WLGA workbooks –

- Chairing Skills
- Community Safety
- Corporate Parenting
- Equalities and Councillors
- Facilitation and Conflict Resolution
- Handling Casework
- Health and Safety in the Council
- Influencing Skills
- Scrutiny of Finance
- The Effective 'Ward' Councillor