

WIRRAL COUNCIL

COUNCIL EXCELLENCE OVERVIEW AND SCRUTINY COMMITTEE

26 MARCH 2013

SUBJECT:	ELECTED MEMBER DEVELOPMENT
WARD/S AFFECTED:	ALL
REPORT OF:	ACTING DIRECTOR OF LAW, HR & ASSET MANAGEMENT
KEY DECISION	NO

1.0 EXECUTIVE SUMMARY

- 1.1 The purpose of the report is to update Council Excellence Overview and Scrutiny on the current Elected Member Development Programme and to respond to specific questions that have been raised.

2.0 BACKGROUND AND KEY ISSUES

- 2.1 The cross party Member Training Steering Group (MTSG) supports and steers the direction of the Member Development Programme ensuring that decisions made around content, design and provision are Member led and that the Programme meet the needs of Elected Members.
- 2.2 The Council's Improvement Plan identifies Elected Member development and capacity building as part of the priorities for Improvement and Development and the work on this has been
- 2.3 The 2013 - 14 Elected Member Development Programme is designed to deliver development against the Council's Improvement priorities, leadership development, core skills development as well as meeting individual Elected Member learning and development requirements outlined in recent Personal Development Plans.
- 2.4 Individual Elected member requirements are identified through the Personal Development Planning process. (PDP). For the year 2012 – 13 a total of 45 plans have been completed (*Appendix 1*). The PDP enables members to discuss and identify their development needs. Those needs are collated and provide the requirements to be delivered as part of the Elected Member development Programme. and has provided an overview of the personal development needs of Wirral Councillors.

3.0 WIRRAL/LGA IMPROVEMENT BOARD - IMPROVEMENT PLAN & ELECTED MEMBER DEVELOPMENT

3.1 The Improvement Plan outlines a number of areas relating to Elected Member Development and activity has been taking place to work towards the achievements of these objectives.

Objective	Success Criteria	Progress	Planned Activity
Priority 1, Leadership, political and managerial	A defined set of competencies to inform a comprehensive gap analysis against desired competencies to inform targets	The Elected member development Programme (called 'skills for Wirral Councillors') identifies the core skills required with a modular training programme	Activity is ongoing as part of the programme.
1.2 – A learning Programme for Cabinet & Senior Management Team	All members have a Learning & Development Plan that addresses individual and organisational needs	45 out of 66 members have a Learning & Development Plan (see Appendix 1)	Development Programme for Cabinet & Senior Managers to be developed
Priority 2, 1.1 – Ensure all politicians have a working knowledge of the revised Code of Corporate Governance	Mandatory training undertaken by all Members.	Work continues on the Code of Corporate Governance. 59 members have completed the revised Code of Conduct Training	Code of Corporate Governance Training to be confirmed and rolled out.
Priority 2, 2.3 – Training & Development on the Scheme of Delegation for Elected Members	Training Undertaken	Development work continuing and consultation taking place via "Transformation & Improvement Sessions"	Training to be rolled out once Scheme agreed.

3.2 As well as monitoring progress on the above, The Improvement Board also welcomed and encouraged a future programme of development that would include the following aspects-:

- A Wirral Councillor Leadership Programme (Tailored to meet Wirral leadership challenges)
- External Accreditation of the Programme

- Achievement of the North West Employers Organisation Member Development Charter

- 3.3 To achieve the above, the MTSG have supported activity around the development of a Leadership Programme (delivered by the LGA) that will commence in May 2013. The Leadership Modules form part of the current overall development programme and focus on Personal Leadership and Political Leadership
- 3.4 Work has also commenced on the external accreditation of the Member Development Programme. An approach has been agreed by MTSG and will be developed further and communicated to all members in the near future. Elements of the Member Development Programme will be externally accredited by The Institute of Leadership & Management.
- 3.5 In preparation for The North West Employers Organisation Member Development Charter, a self assessment has been carried out and an Action Plan produced. A support visit has taken place from North West Employers Organisation and all Group Leaders have committed to achieving the Charter.

4.0 RESPONSE TO SPECIFIC QUERIES

The following questions have been raised and addressed below:

4.1 What is the feedback from the Improvement Board in relation to Members training?

Appendix 3 details comments noted received at an Improvement Board meeting in relation to Elected Member development.

4.2 What is the buy in from Members to the training programme and Personal Development Plans (PDPs) ?

Appendix 1 & 2 outline attendance figures for events run across the last 12 months and also the PDP returns.

In total 19 Training Workshops have been delivered with an average attendance of 12 Members per session.

In addition six "Improvement & Transformation" Sessions have been delivered with an average attendance of 38 Members per session.

4.3 What is the feedback from Members in relation to Members training?

Appendix 4 outlines a sample of feedback received for courses delivered over the last 12 months. All feedback is shared at MTSG and used to inform and improve future sessions.

4.4 Attendance, how many members (if any) have not engaged in the training programme?

Appendix 2 details the breakdown of attendance at sessions. In total seven Members have attended none of the sessions offered over the last 12 months.

5.0 RELEVANT RISKS

5.1 The Purpose of the Elected Member Development programme is to build the capacity of Elected members in their role to lead and develop the Council.

6.0 OTHER OPTIONS CONSIDERED

6.1 None.

7.0 CONSULTATION

7.1 Consultation on Elected Member Development has taken place with Elected Members via Personal Development Plans, with The Member Training Steering Group and with The Executive Team regarding internal resources to deliver aspects of the current Programme

8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

7.1 None.

8.0 RESOURCE IMPLICATIONS: FINANCIAL; IT; STAFFING; AND ASSETS

8.1 The delivery of the Elected Member Development programme requires expenditure against the Elected Member Training Budget, staff from the Organisational Development Team are required to support the delivery of the programme

9.0 LEGAL IMPLICATIONS

9.1 None

10.0 EQUALITIES IMPLICATIONS

10.1 The EIA for Member Development is available at:

<http://www.wirral.gov.uk/my-services/community-and-living/equality-diversity-cohesion/equality-impact-assessments/eias-2010/law-hr-asset-management>

11.0 CARBON REDUCTION IMPLICATIONS

11.1 None.

12.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

12.1 None.

13.0 RECOMMENDATION/S

13.1 That the Council Excellence Overview and Scrutiny Committee note the contents of the report and the work undertaken around Elected Member Development

14.0 REASON/S FOR RECOMMENDATION/S

14.1 Not Applicable.

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APPENDICES

Appendix 1 – Personal Development Plans
Appendix 2 – Attendance at Sessions
Appendix 3 – Improvement Board Feedback
Appendix 4 - Sample of Evaluation Feedback

REFERENCE MATERIAL

None

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Improvement Board	19 October 2012
Council Excellence	29 November 2012

Appendix One

Number of Personal Development Plans completed 2012 - 2013

PDPs completed	PDPs Outstanding
45	21 (6 scheduled)

Appendix Two

Attendance at Elected Member Training Sessions July 2012 – March 2013

Number of Elected Members	Number of Sessions Attended
8 (12%)	12 – 16
33 (50%)	6 – 11
18 (27%)	1 – 5
7 (10%)	0

Appendix Three

Improvement Board Feedback

19/10/12 - Leadership Development

The Improvement Board was provided with an update on progress relating to leadership, elected member development and culture change. Performance appraisal for the Chief Executive and Senior Management team has commenced which includes a more systematic approach to leadership capabilities and values. A programme of member development activity is underway as are plans to implement a culture change programme in 2013.

The Board noted the ambitious nature of the programme and stressed the importance of more joint working between Officers and Members, the vital role Group Leaders will play and asked that to be reflected in plans moving forward. It was restated that Leadership Development should be the number one priority for the Council and that appropriate resources should be put in place.

Appendix 4

Sample of Evaluation Feedback

LGA Briefing Session – 11th July 2012

Q1 What impact will your learning from this event have for Wirral?

“I think that the way we were directed to start thinking will stimulate more thorough investigation and better sense of direction for us”

Q2 To help assess the suitability of this event for the council in the future we would like to know if you would recommend "key sessions" like this to others.

“I would recommend attendance to all Councillor’s who think they know it all, by not attending.”

“It gives an overview on how other councils work.”

“Any new Member - an opportunity to spend time with the most senior staff and Improvement Board members. Anybody who isn't a member of Cabinet. An opportunity to gauge how committed other Parties members are to the change agenda and improvement.”

“I think all Councillors would benefit from attendance and I think it could be adapted to provide training for officers at mid level.”

“All elected members to be aware of what is going on in our council at this time.”

Whistleblowing Session – 30th July 2012

Q1 How far did the event meet with your learning objectives?

“Good information”

“It lacked an introduction which said where we were going, what we were going to learn and how we would finish. Not all 'hand outs' were handed out at beginning.”

Graham Burgess – Reflections Session – 12th September 2012

Q1 Will you be able to use what you have learned?

“This will enable me to answer tricky questions that are regularly put to me by residents”

Crafting Our Future Session – 15th September 2012

Q1 How well was the event delivered?

“Lack of participation/decision making by elected members”

“Whilst not delivering what was perhaps expected the discussion of this type were probably the first of this type at Wirral”.

“Good participation and understanding”.

“The workshop responses from the four teams were merely statements of the obvious and not necessarily very constructive”

“not all members got involved, usual suspects, me included”

“There was not enough time. The questions were poor. The groups were too large.”

Risk Management – 17th September 2012

Q1 How far did the event meet with your learning objectives?

“There was quite a lot that I hadn't thought about”

Engaging With Young People – 25th September 2012

Q1 Will you be able to use what you have learned?

“Gets you thinking about the young persons perspective about council business”

Personal Safety – 2nd October 2012

Q1 How well was the event delivered?

“As I have been a elected member for the past 11years I have only been attacked once, the Police were involved. But I do recommend this course for all newly elected members, including ladies as there was a lack of attendance”.

The Shape of Things to Come – 30th October 2012

Q1 How far did the event meet with your learning objectives?

“Made fully aware”

“The presentation about Rochdale leisure services was useful and interesting”.

“I found the other speaker talking about options for changes less impressive”.

“It was interesting to listen to the different models on display and delivered through the presentations”

Crafting Our Future Session Part 2 – 6th December 2012

Q1 How well was the event delivered?

“The presentation re the Corporate Peer Challenge was very clear and I found the debate about the role of Cllrs going forward very helpful.”

Q2 What impact will your learning have for Wirral?

“It might be better to explore, after looking at impact, whether any impact is positive or negative.”