

MEMBERS' TRAINING AND DEVELOPMENT PANEL

**Venue: Bailey House, Rawmarsh
Road, Rotherham.**

Date: Thursday, 21 January 2010

Time: 2.00 p.m.

A G E N D A

1. Apologies
2. Minutes of the Previous Meeting held on 17th December, 2009 (herewith) (Pages 1 - 3)
3. Induction 2010 (Scrutiny Adviser to report).
4. Be a Councillor DVD & Taster Sessions (Scrutiny Adviser to report)
5. Community Cohesion Training – Update (Scrutiny Adviser to report)
6. I&DeA Local Political Leadership Conference 2009 “The Councillor of the 21st Century” - Feedback (document herewith) (Pages 4 - 15)
7. Date and Time of Next Meeting - 18th February, 2010 at 2.00 p.m.

**MEMBERS' TRAINING AND DEVELOPMENT PANEL
THURSDAY, 17TH DECEMBER, 2009**

Present:- Councillor Sharman (in the Chair); Councillors Cutts, Dodson, Pickering, Smith, St. John, Turner, Whelbourn and Wootton.

Apologies for Absence were received from Councillors G. A. Russell, Hughes and McNeely.

31. MINUTES OF THE PREVIOUS MEETING HELD ON 22ND OCTOBER, 2009

The minutes of the previous meeting held on 22nd October 2009 were agreed as a correct record.

With regard to Minute No 29 (Leadership Academy – Community Safety Programme – Warwick – 2nd and 3rd December 2009), Councillor Currie had expressed an interest. It was agreed that he would be informed of future Leadership Academy opportunities.

32. “A DAY IN THE LIFE OF A COUNCILLOR” DVD

Cath Saltis presented the submitted report which sought members support for the creation of a short DVD which would be designed to promote greater understanding of the democratic process. The DVD would be used as a borough wide resource to inform citizens of the work of elected members.

It would be a highly effective source of citizenship information in local schools and would broaden both adults and young people’s knowledge of local councillors’ work. It was hoped that by understanding the role and responsibility more people would become involved in the democratic process and consider standing as a councillor.

It was envisaged that the DVD would run for approximately 20 minutes starting with a 2 minute introduction, followed by three 6 minute “Day in the Life” films about local councillors.

It was suggested that elected members be identified from the following groups within the Council to take part in the DVD:-

- Opposition
- Female
- Younger Members
- Black and Minority Ethnic

A key message that the DVD would convey was that local democracy was open to all and would show the routes to get involved in the democratic process. This could be through surgeries, Area Assembly meetings, School Councils, Scrutiny meetings, being a school governor etc.

Filming would begin as early as possible in the New Year and a schedule of dates and times would be agreed with the selected members. The work would need to be edited and completed by the end of February 2010.

Discussion and a question and answer session ensued and the following issues were covered:-

- It was felt that there needed to be a reasonable number of members included in the DVD to ensure variety. However the costs contained within the report were based on using only 3 members and therefore any increase in the numbers of members could result in an increase in cost.
- It was noted that the DVD could appear on the Council Website, YouTube and the "Beacouncillor" website.
- It was suggested that the DVD be used as part of new member induction.
- If possible Parish Councillors and School Governors be approached to take part.
- A suggestion was made that young people be involved in the making of the DVD and that they should undertake the interviews of Councillors.

Following this discussion it was suggested that 3 members be involved in developing the content of the DVD:-

- Councillor Barry Dodson
- Councillor Jane Austen
- Councillor John Turner

Resolved:- (1) That the development of a "Day in the Life" DVD be supported and appropriate funding from the Member Development Budget be agreed.

(2) That it be agreed that the 3 members meet with officers early in the new year to progress work on the DVD Storyboard.

33. MEDIA TRAINING - FEEDBACK

Cath Saltis gave an update on the Media Training which had taken place. She confirmed that six elected members had been chosen to take part and had engaged well. The training had involved interviews on the telephone and also on the street.

It was suggested and agreed that Cath would produce a report for the next meeting of the panel based on the written feedback received from the Consultants.

34. ICOCO (INSTITUTE OF COMMUNITY COHESION) - PROGRESS

Cath Saltis gave an update on progress made in relation to ICOCO (Institute of Community Cohesion).

She confirmed that the proposal was currently being worked on. Once this was agreed an invitation would be extended to all councillors including parish councillors for training. A report would be presented to a future meeting with the proposed dates.

It was agreed that as much advanced notice as possible be given so as to give parish councillors every opportunity to attend.

35. MEMBERS' INDUCTION PROGRAMME - PREPARATION

Sioned-Mair Richards gave an update in relation to the Members' Induction Programme. She outlined the topics for inclusion in future induction sessions and confirmed that it would be available on the Council's intranet and all Councillors would be given access to it.

Sioned asked for volunteers to help with pulling the induction package together and the following members were nominated:-

- Councillor Jane Austen
- Councillor Paul Lakin
- Councillor David Pickering
- Councillor Peter Wootton
- Councillor Reg Littleboy
- Councillor Darren Hughes (or substitute)

36. DATE AND TIME OF NEXT MEETING - THURSDAY, 21ST JANUARY, 2010 AT 2.00 P.M IN BAILEY HOUSE.

Agreed:- That the next meeting of the Members' Training and Development Panel take place on Thursday 21st January 2010 at 2.30 pm.

CONFERENCE REPORT

Conference Title	I&DeA Local Political Leadership Conference 2009 "The Councillor of the 21 st Century"
Conference Date	05 November 2009
Members Attending	Cllr Terry Sharman Cllr Jane Austen
<p><i>Welcome Address</i> John Hayes, Director of Services and Development, I&DeA</p> <ul style="list-style-type: none"> • Change in role of Councillor over last 15 years • Charter for Member Development • I&DeA workbooks • Total Place <p><i>Comments from Chair</i> Mark Edgell, Regional Associate (I&DeA)</p> <p><i>The future of community leadership – a councillor's view</i> Cllr Graham Chapman, Deputy Leader, Nottingham City Council</p> <ul style="list-style-type: none"> • Loyalty to political parties breaking down • Consumers viz a viz citizens • Not doing our business if we respond to supermarket politics • Crucial to understand your area eg demographics, job creation/skills, criminality, health • Relating the bigger picture to the ward: community leader • Publicity – Are we operating to the 2008 Act? <p><i>Communicating with your community using social media – See attached</i> Seltzer Cole, Director, Fizz Media</p> <ul style="list-style-type: none"> • Good quality information on activities in your ward • Use video clips • Tweeps and blogs • Mysociety.org • They work for you • Fix my street • Consider setting up a website to respond to the printed media (Tower Hamlets) • Politics, Policy and the Internet, Richard Colville • Skype – IT policies and use of social networking sites • Councillor.info • Redbridge Council encourage people to register on their website and then customise information to them <p><i>Panel Discussion</i> Mark Edgell, Regional Associate, I&DeA (Chair) Cllr Graham Chapman, Deputy Leader, Nottingham City Council Pascoe Sawyers, Programme Manager – Political Leadership, I&DeA Seltzer Cole, Director, Fizz Media Lisa Butterhill, HR and Development Manager, Local Government East Midlands</p>	

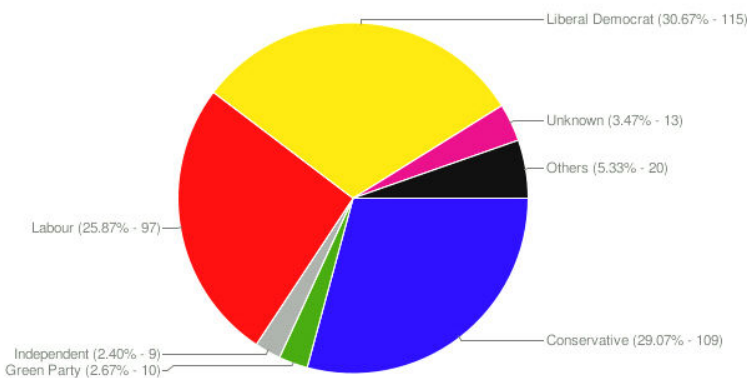
Workshops	
Starting from Scratch Member Development in District Councils (TS attended) Standards of Behaviour (JA attended) Working with Councillors The Future Councillor (JA attended) Councillor Support (TS attended)	
Relevance to RMBC	Already well advanced in Member Development and Training but always new areas to explore
Future Action	Explore social media Relook at 'Giving councillors the tools for the job'
Supporting Documents	<p>Starting from Scratch</p> <ul style="list-style-type: none"> • See Attached <p>Member Development in District Councils (TS attended)</p> <ul style="list-style-type: none"> • See Attached <p>Standards of Behaviour (JA attended)</p> <ul style="list-style-type: none"> • 3 scenarios • The highly effective Standards Committee – Delegate quiz • See Attached <p>Working with Councillors</p> <ul style="list-style-type: none"> • See Attached <p>The Future Councillor (JA attended)</p> <ul style="list-style-type: none"> • See Attached <p>Councillor Support (TS attended)</p>

SOCIAL MEDIA COMMUNICATING WITH YOUR COMMUNITY USING 'SOCIAL MEDIA'

WHY SOCIAL MEDIA?

- It enables conversations and helps create networks.
- It helps to highlight issues that are of specific or general concern to you and your constituents.
- It provides an online resource of easily accessible information using text, images, audio and/or video.
- It helps to establish and build enduring two-way relationships with local people and further afield.
- It helps you to manage and influence your reputation both online/offline, rather than allow a 'Gripe Site' to.

TWEETING COUNCILLORS



WHO'S ONLINE?

- **30% of 15-24 year olds engaged in political activity use the internet compared to 10% who chose another way of participating**
- 28% of 25-34 year olds were politically active online compared to 18% who were active - but not via the internet
- **63% of those who had used the internet to contact a political organisation would not have done so by post or by phone**
- 30% of those who had used the internet to contact a political organisation remained politically engaged
- **Internet users are 22% more likely to engage in political discussion than those who don't use the internet**
- 24% of all Internet users have e-mailed an MP or councillor.

GET CONNECTED!

- **67% of voters have never met their local councillor (82% in London)**
- 64% cannot name any of their current councillors
- **80% of 15-24 year-olds can't name any of their current councillors**
- Only 19% would currently consider going to a councillor for advice - even on core local government issues
- **61% would be "more likely to vote in local elections" if they had more information about who their candidate is and what their views are**

Workshop 1

How do you introduce and build a Member Development Programme from scratch?

Chris Farquhar, Member Development Manager, City of Bradford MDC
01274 432828 Christopher.farquhar@bradford.gov.uk

My first 8 months at Bradford

- Introduction of Member Training Strategy
- Member Development Group set up
- Hosted West Yorkshire Standards Conference
- Outline proposal for Members Resource Centre
- Organising National Total Place Conference for Members on the 25th November
- In partnership with Kirklees Council launched Corporate Parent Audio cd package

Ownership and Momentum

- Member ownership and identifying strengths
- Member Champions
- Charter and Charter Plus
- Work styles/lifestyles/health/learning styles
- High profile events e.g. Corporate Parent evening
- Training needs/PDP's approach
- Self development - learning manual

Innovative Learning

- Accessible audio CDs
- Member/Officer/Partner shared events
- Exhibitions
- Outward focus
- Intranet site to support learning
- Podcast project
- Open Resource Centre/themed weeks
- Quarterly Programmes
- Leadership Academy...

Challenge and flexibility

- How accessible are your learning methods for elected Members?
- How do you follow up a formal training programme to encourage ongoing personal development?
- Marketing the learning - what can you do?
- Sharing learning across Members
- Joint working to Member development - making it happen across authorities and into other sectors
- What would your customers/constituents like to see on the programme? How can they evaluate the programme? Work closely with neighbourhood team

Conclusions

- What different approaches can be developed to support your elected Members?
- How can you accelerate learning for Members and make it enjoyable?
- Share development initiatives with other authorities-build on different strengths
- Build up the confidence of staff in delivery of programmes and explore joint development options with staff
- Share development initiatives with other authorities-build on different strengths
- How flexible can your programme be? Stagger events-Does induction have to be over in 3 months?

Workshop 2

LEICESTERSHIRE & RUTLAND IMPROVEMENT PARTNERSHIP

The Improvement Partnership

Established 2005

£650,000 Capacity Building Funds

7 Leicestershire Districts and Rutland County Council

Supported by Leicester City Council, Leicestershire County Council

Partnership Objectives

Leicestershire Councils to work **collaboratively** to improve performance through shared capacity

Develop strong and **sustainable networks** at Member and Manager levels to improve services across Leicestershire

Build **leadership potential** at local, County and Regional level

Retain and bring on **talent**

Create a culture which encourages **good performance** at all levels within Council's and partners

Key Improvement Strands

- Management Development
- Member Development
- Performance Management

Added:

- Communications Strand
- Learning Strand

Member Development Outcomes

Enhance **Member's effectiveness** as Ward Champions and Community Champions

Build **Members capacity** in terms of performance

Achieve more robust **decision making**

Develop more **effective scrutiny**

Improved **Partnership working**

Getting Started - Member Ownership

Established Member Development **Champion Groups** in each Local Authority

LRIP cross County Member Development **Reference Group** established

Dedicated **Lead Officers** to facilitate Champion Groups

Early Achievements

Establishing a common **skills framework** - tailored to each Local Authority

Completing a **skills assessment** of all Members

Training and **development programme** established for all Districts

Hinckley & Bosworth Borough Council

What's in Place?

- Member Development Strategy
- Prospective Councillor Event Framework
- Comprehensive Induction Programme
- Tailored Member Development Programme
- Accreditation Scheme for Programme
- Joint Local Authority sign up to LGEM Member Charter

Member Development Handbook

- Quick Reference Guide
- Roles and Responsibilities
- Training Programme

Post Graduate Certificate in Local Governance for Councillors and representatives

Key Achievements

- Development of Joint Strategy
- Needs Assessment exercises
- Establishment of a competency framework
- Cost effective programme of short courses
- Very well received by participants
- Thorough Induction Programme
- Innovative appointment of academic partner

Outcomes

- **Enhanced skills and competencies** of participating Members
- Member Champions Group made up of **effective cross-council working** at political level
- **Lasting legacy** of the programme
- Along with other LRIP Strands, **impacted** on councils' performance
- Led to other work, through LGEM, on **evaluating impact** of Member Development

Success Factors

- Cross Party Leader endorsement
- Member ownership of programme
- Effective Member Development network - Officers and Members
- Accreditation process
- Joint procurement
- Flexible programme

Lessons Learnt

- Use Member Champions to maintain momentum
- External providers to add capacity
- Project Management support
- Commitment of key Officers
- Sustainability of projects

Sustaining The Leicestershire & Rutland Member Development Network

- Successful **Bid to RIEP** November 2008
- Commitment from **7 Districts, 2 Counties** and the **City**
- **£155K secured** for 2009/10
- Programme to focus on:-
 - **Developing Leadership** Potential
 - Development **Needs Assessments** - Single Framework
 - Outcomes to deliver **sustainable Member Development** programme
- Continue effective **Partnership** with **LGEM** and **IDeA**

Workshop 3 Leading standards

Anne Rehill
Guidance and Liaison Manager
Standards for England

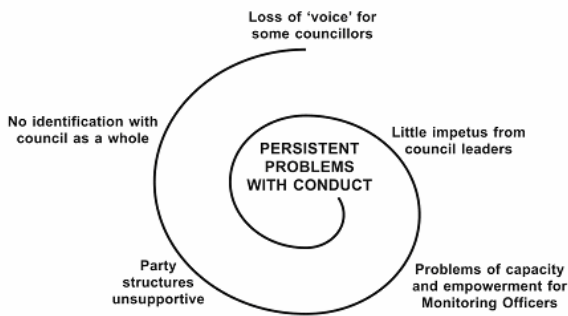
Code of Conduct: Hot topics

- Bullying
- Respect
- Interests
- Predetermination and bias

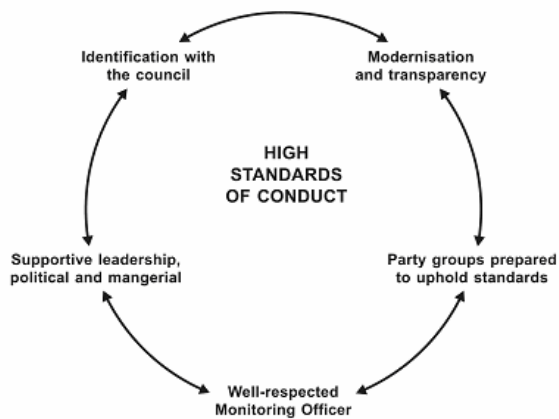
Code change proposals

- Conduct in a private capacity
- Criminal conduct
- Model officers' code

Barriers to standards



Drivers of standards



Workshop 4

Working with Councillors – Member Development & Support

John Austin, **Enfield Council** Mark Towers, **Blackpool Council**

External Drivers for change

- Local Government Act 2000
- Communities in Control – real people, real power
- Local Government & Public Involvement in Health Act
- Local Democracy Bill
- New roles for Standards Committees
- Social Media
- Work/ Life Balance

How has Member Development changed?

- Preparing Members for changing roles
 - Executive
 - Scrutiny
 - Working more closely with the public
- Partnership working
- Area Assessments (CAA)
- More IT focussed, socially aware
- Increased casework – turn round quicker
- Reduced budgets / increased demand

Looking forward – more external drivers!

LGPIH Act 2007

- Councillor Calls for Action
- New Executive arrangements
- Single member electoral areas
- Ward member decision making
- Community Governance reviews
- Referendums
- Byelaws

Local Democracy Bill 2008

- Gives local people more rights to have their say in local services – petitions
- Aims to strengthen local democracy and reform local and regional governance
- Duty to promote democracy (inform, consult and involve)

Association for Democratic Services Officers

- Launched 14th October
- Includes member development officers
- Raise profile of sector – professional body
- Major networking / development opportunities
- Setting quality standards in professional practice and training
- Website
- Regional branches
- Opportunity to share good practice
- Training and development events and resources

New qualifications

- Developed with practitioners
- Based on the new National Occupational Standards
- Includes modules for Member Development Officers, dealing with casework etc
- Endorsed by the Open University and formally accredited (on the Qualifications and Credit Framework)
- Offered on a national basis by ADSO
- 3 qualifications:
 - Democratic Services Award
 - Democratic Services Certificate (incl Support in the Development of Elected Member module)
 - Democratic Services Diploma
- Awarded by Open University
- Existing NVQs will continue to be recognised

Discussions within Workshop 4

How has Member Development changed in the last 5 years?

- It has been 'invented' in that time.
- Better induction for elected members – structured programme and refreshers after a few months.
- Influence of Partner organisations – now needs to be reflected in Member Development.
- Quasi judicial/standards/equality and diversity training is now expected by Councils
- Creative approach - Yorkshire and Humber have a rule where Elected Members can attend neighbouring authorities training for a fixed £50.
- Most if not all Councils have training budgets
- Mentoring now plays a part in nearly all inductions for Elected Members.
- Member Training now accommodates different learning styles.
- Personal Development plans are now in place for Elected Members in some Councils.
- There is good sharing of training across Local Authorities.
- The existence of the Member Development Charter.
- Member Development – now reflects strategic (Council) and individual Elected Member needs.
- Member Development is now more member led.
- Culture change – as more elections are held, it becomes the norm for newly elected members to have a full induction programme and have Personal Development plans etc.
- Pre election induction now exists in some Local Authorities.
- There is now more demand from members for training and development with more expectations and value and of a higher importance.
- More tailored process – member development is now linked with accreditation.
- Social media influence – training needs now more varied.

Skills, Qualities, Knowledge, Experience required for Member Development Officers

- Good awareness of local government.
- To recognise that Councillors come from varied backgrounds.
- Political awareness and knowledge.
- Trust and confidence of Elected Members.
- Awareness of current changes e.g. legislation/bills/green/white papers.
- Knowing who to go to for training assistance etc.
- Diplomacy skills.
- Ensuring officers are aware of Councillors roles.
- Identify existing training and assessing its relevance to members.
- Forward thinking – scanning environment regarding Member Development and looking for relevant issues.
- Imaginative/creative thinking re Member Development.
- Reasonable risk taking.
- Identifying providers/opportunity for joint provision with other Local Authorities e.g. scrutiny networks.
- To enthuse Elected Members regarding training and development.
- To understand how people learn.
- Good I/P skills.
- Good organisational skills.
- Good communication skills.
- Knowledge/ awareness of democratic process/governance.
- Good project management skills.
- Good persuasive skills.
- Be enthusiastic about the role and Member Development.
- Be empathetic.
- Be diplomatic.
- Be innovative.
- Self motivated.
- To have a good sense of humour.
- To be tenacious/ have good networking skills.

Workshop 5

The Future Councillor: or, is there a Future for Councillors?

Professor Colin Copus,
Professor of Local Politics
Local Governance Research Unit, Department of Public Policy
De Montfort University, The Gateway, Leicester, LE1 9BH
Tel: 0116.257.7819
Email: ccopus@dmu.ac.uk web: www.dmu.ac.uk/lgru

Tip" O'Neil: Former Speaker of the House of Representatives

All politics is local

Winston Churchill on being offered the Local Government Board in the 1906 Government

There is no place in the government more laborious, more anxious, more thankless, more cloaked with petty and even squalid detail, more full of hopeless and insoluble difficulties

Why become a councillor?:1

- As approx 92 % of councillors are from political parties:
 - Ideology
 - Political beliefs
 - Party interest and advancement
 - Broader political career
 - A broad political vision of local society
 - A broad political vision of the nation
- Do councillors emerge from the communities they live in? Or, are they party members who seek opportunities to represent their fellow citizens, and their party wherever it can be found ?

Why become a councillor?:2

- Because they care
- Desire to take part in the development of the local community
- Motivated by giving something back to the community
- What to stop / start some project or decision
- Excited by local politics
- Recognise the importance of local issues and events to local people, but...
- ... see the links to national issues and concerns

Expectations and Roles

- An Executive member
- A Scrutineer
- A Policy-Maker
- A Community Leader
- A Local Representative
- A Local Politician: Not an elected officer

A Policy-Maker

- Political vision
- Evidence collection
- Inquisitorial skills
- Negotiation, deliberation, compromise
- Alliance and coalition building
- Accountability and responsibility

A Community Leader

- Providing vision and leadership
- Holding other agencies to account, i.e. the NHS - also beyond statutory powers
- Providing direction, but also responding
- Using the leverage of elected office
- Alliance and coalition building
- Negotiation, deliberation, compromise

A Local Representative

- Articulating community views to the council (and group)
- Alliance and coalition building, networking
- Responding to local issue
- Promoting local concerns
- Advocacy
- Balance local representation with governing (the governing / representing dichotomy)

Councillors: Undervalued and under-resourced

- An average of 78 hours per month
- Lack of resources and support for members
- Councillor and the council: a role incongruity
 - The council is there to provide services – not support councillors
 - Disparity of support between executive and scrutineers / representatives
 - The distance between some officer and members
 - If all councillors disappeared tomorrow – what council service would automatically cease to be provided?

The Future: More of the same?

- The Inspection regime
- Government policy and financial control
- Local tax restrictions
- LSP, LAA
- Governance not government
- Service / managerial focus
- A new, new localism? (oppositions promise; governments don't tend to deliver)
- Earned autonomy
- Community leadership

The Future: We can be sure: 1

Remain government in name only

- No power of general competence
- No real legislative power
- A player in a complex governance network and not always the main or a major player
- Central government able to change the shape, nature, roles powers, responsibilities, boundaries and purpose of local government – and abolish you of course.
- Central government able to change the role, purpose, duties and responsibilities of the councillor ...

... But: Alternative Futures are possible ...

- Local government will remain representative government
- Political representation will still be required at the local level
- Accountability of executives and officers needs to be assured
- Accountability, questioning and influencing of quangos, supra-local and regional bodies, and a range of private and public organisations to be secured – whose going to challenge and defend localities from the new 'Infrastructure Planning Commission', if not councillors
- Local policy discretion to be employed
- Community opinion to be articulated
- Community leadership remains a role

Councillors: The Future

- Local politicians not elected managers
- Scrutineers of the world of governance
- Political Influence beyond the council
- Defenders and promoters of local interests: council, ward / division
- Arbitrators of complex conflicts within and between communities
- Arbitrators of complex conflicts across governing institutions
- Shape the council, it's structure, machine and bureaucracy to support all councillor – not just the ruling group
- Recognise that the scrutiny – executive distinction can free councillors from the strictures of party groups to re-define the role of the councillor with a focus on representation and accountability ...

•So...

... WHY DID YOU BECOME A COUNCILLOR ?