4.   **MEMBER LEARNING AND DEVELOPMENT (A111/ RMM)**

         Purpose of the report

1.   This report makes recommendations to further strengthen the arrangements for member development following the work of the member learning and development task team and makes proposals for the annual programme of Member learning and business events (October 2010 -October 2011). This report is resubmitted to the Authority as there was insufficient time to consider it at the September Authority meeting. Events which have already taken place since September up to December are included in the programme but are shaded.

         Recommendations

2.   **1.   That the proposed member learning and business events for December 2010-October 2011 at Appendix 2 be agreed in addition to those that have already taken place as part of the annual programme since October 2010**

         2.   That the proposals outlined in paragraph 11 (a) – (k), following the work of the member learning and development task team, be agreed

         3.   That the Member learning and development task team continues until June 2011 as recommended in paragraph 11 (l)

         How does this contribute to our policies and legal obligations?

3.   This work contributes to achieving corporate objective 11.6 'continue to value and develop staff and members'. The Authority's objective for member development is:

         •   To enable members to develop appropriate skills, knowledge and behaviours to improve effectiveness and fulfil their role as a member of the authority and that processes are in place to support this within a framework of good governance and continuous improvement.

         Background

4.   In October 2007 the Authority agreed a revised approach to Member Learning and Development. The full report can be found at: http://resources.peakdistrict.gov.uk/ctte/authority/reports/2007/071005Item10-4Annex1.pdf. At this same meeting it was agreed that we should explore the possibility of signing up to the East Midlands Member Development Charter and this was agreed formally by the Authority in March 2008 with the full report at: http://resources.peakdistrict.gov.uk/ctte/authority/reports/2008/080328Item11-2.pdf

5.   In October 2009 (minute ref: 74/09) Members agreed to a number of actions to progress towards achieving the Charter including setting up a member learning and development task team to help outline the Authority's future approach to:

         •   Producing future member personal development plans
         •   Reviewing member development plans when in place
         •   Member appraisals
         •   Developing members to take on leadership roles including formal committee roles and Member Representative roles
         •   Encouraging all members to participate in the essential events of the annual programme

In addition the team was asked to finalise the work on Member planning training which was agreed by the Authority in February 2010 (Minute ref: 06/10). Team members include: Pat Coleman, Lesley Roberts, Suzanne Leckie and Trevor Bagshaw supported by the Democratic Services Manager and the Director of Corporate Resources.

6. It was also agreed that:
a) Members who do not yet have a personal member development plan would be encouraged to participate by Members who have seen the benefit

b) the action plans for those Members who have personal development plans would be analysed by Democratic Services to assist in enabling access by individual members to learning opportunities that will not be met by the formal programme

c) the modern councillor e-learning workbooks would be researched further for possible future use

d) the offer by three members to be mentors to new members would be pursued

e) briefings for Member Representatives for National Park Management Plan outcomes would be arranged following approval of appointments in October

f) LGEM (Local Government East Midlands) would be asked to complete a diagnostic report on the Authority's progress against achieving the Member Development Charter

g) The web based learning platform used for staff induction would be developed for use for Member training in particular for planning and induction training in the first instance

7. Progress against the above has been made in some but not all areas as follows:

a) members have been invited to participate in the member development plan process. 57% of members have personal development plans.

b) Democratic services staff have analysed the learning and development action plans of Members who have been through the member development process. Some individual needs remain and have not been fulfilled.

c) Due to having to prioritise other work slow progress has been made on researching the modern councillor e-learning workbooks and developing the web based learning platform for member training.

d) A briefing was held for Member Representatives and lead officers in March 2010. This was well received and a clearer role description developed as reported in the Member Representative report to this meeting

e) LGEM produced a diagnostic report and identified gaps which need to be addressed if we are to achieve the Member Development Charter standard.

8. The Member learning and development task team has reviewed what we have in place now and what would be appropriate action to improve our approach further in line with the Member Development Charter. This is given in full at Appendix 1 and the actions address the gaps identified in 7(e) above. It is intended to continue to make further improvements building on the progress made over recent years. However, in light of the reduction in resources that we face and our current performance levels, the actions

identified in Appendix 1 have been prioritised and these are more specifically recommended in paragraph 11 below. Further actions for improvement as given in Appendix 1 will be picked up if resources allow. In prioritising the action to be progressed in the forthcoming year we need to plan to achieve the Member Development Charter over a longer period. Progress against this will be reviewed again in 2012.

9.   In considering the proposals in this report the following performance data is relevant:

Data	Results and comments
2009/10 member participation in training/briefing events	58% (a rise from 48% in 2008/09)
2010 Member Survey:	Percentage of members who feel valued: 69.5% (67% in 2008 survey) Percentage of members who feel developed by the Authority: 83% (76% in 2008 survey)
Number of Members with personal development plans	47% as at the end of October 2010. Of the 16 not done by this stage, 5 are new Members. 6 have declined, 4 are interested but have not taken up any of the several interview dates offered and 2 are possibly interested. 4 have not committed either way.
Evaluation of training conducted in 2009/10	Key messages from evaluation forms include: a) % of members who felt objectives of workshops were met over 7 workshops = range: 90%-100% over workshops b) % of Members who rated the workshop 'good' over 7 workshops = range: 60%-100% over 7 workshops c) On the whole feedback comments from the 7 workshops were very positive. Planning Training 1 showed "huge improvement" and it was suggested that Planning Training 2 needed more input from Members.

Proposals

10.   The following proposals are based on consideration of:

- The work of the member learning and development task team (as reflected in Appendix 1)
- The diagnostic progress report from LGEM
- Performance data given above
- The desire to continue to improve to achieve best practice at a pace that is appropriate to current performance and within future planned reduced resources
- Discussion with the Member Representative for Member Learning and Development , Management Team and Democratic Services staff

11.   It is proposed that:

a) the programme of member learning and business events at Appendix 2 is provided for October 2010 – October 2011. The programme is split into three categories: essential events for all Members, desirable events for all Members and events to meet identified needs for some Members. The programme introduces the idea of briefings at the end of the Authority meeting as recommended by the task team. Only attendance at events identified as essential will be recorded against the Authority's performance indicator on member participation in training/briefing events. As this is a resubmitted report events which have already taken place since September 2010 up to December are shaded entries.

b) All new Members will be invited for a personal development plan meeting after 3 months – this to be externally facilitated.

c) Opportunities to be provided for existing Members to develop a personal development plan (with an external facilitator) with objective of all Members having one. Annual report to include % of members with plans.

d) New Member induction to be reviewed to increase understanding of the role of the member and to include a meeting with Chair and Chief Executive.

e) All new Members to be automatically allocated a Member 'buddy' on starting.

f) Every 2 years all members will be expected to carry out a performance self assessment. The self assessment to be informed, if chosen (i.e. on a voluntary basis), by feedback from a Member chosen from a pool of members to include Chair/Deputy Chair of the Authority, Chairs/Vice Chairs of Committees and the Member Representative for Member Learning and Development.

g) Self assessment outcome to inform review of personal development plan action plan every 2 years. The review, which will result in producing an updated member development plan, to be undertaken by one Member from pool above and identified senior member of staff.

h) Performance on participation in essential parts of annual member development and events programme and at formal committees to be part of self assessment process.

i) All summary evaluation forms on Member events to be put in Member e-zine.

j) A Member to be asked to write a member development article for the Member e-zine.

k) Members to be asked more regularly to write articles on learning experiences after external or internal workshops and from outside bodies work for Member e-zine.

l) The Member learning and development task team to continue to undertake specific role of monitoring and leading on member development including consultation on a suitable process for proposals (f) and (g) above.

Are there any corporate implications members should be concerned about?

12. **Financial**:
Member development costs are funded by the Democratic Services budget with approximately £7,000 being available to fund all training including attendance at UK ANPA (Association of National Park Authorities) conferences and workshops and the external facilitation of member development plans. As part of our budget planning work there will be a reduction in staff resource in the democratic services team in 2011/12 and also in other teams across the Authority. This means expenditure and support to member development has to be prioritised to take account of reduced resources and we cannot do everything we might want to in our aspirations to achieve the Charter in the near term.

13. **Risk Management:**
The main risk is failure to enable Members to develop appropriate skills, knowledge and behaviours to improve effectiveness and fulfil their role. The Authority has provided development opportunities for Members for many years. The proposals in this report are part of continuous improvement in our approach but proportionate to the future resources available.

14. **Sustainability:**
There are no issues to highlight.

15. **Background papers:** None

Appendices:
Appendix 1: Member learning and development: What we have in place and full list of recommendations for improvements, July 2010
Appendix 2: Proposed programme of member learning and business events for December 2010 – October 2011 as part of the annual programme which is given in full and includes events which have already taken place since September 2010.

Report Author, Job Title and Publication Date

Ruth Marchington, Director of Corporate Resources, 25 November, 2010