

## **Member Development Group: Report to Cabinet 2015/16**

### **1. Introduction**

The purpose of the Member Development Group is to provide a forum where members can advise on the planning, delivery and evaluation of member development activities. The Group is made up of a member of each political group and is chaired by the Portfolio Holder for Resources.

One of the recommendations arising from the successful bid for Charter Status in April 2011 was that the Member Development Group should be placed clearly with the Council's decision making structure to improve its accountability and visibility. In order to address this recommendation, the Group's Terms of Reference were amended to make its links to Cabinet clearer and to include a requirement that the Group report to Cabinet on an annual basis. This report meets this requirement and summarises the work of the Group during the 2015-16 municipal year.

### **2. Terms of Reference**

The Group's Terms of Reference are as follows:-

The Member Development Group will advise on the planning, delivery and evaluation of member development activities and make recommendations to Cabinet where appropriate. The Member Development Group will report to Cabinet on an annual basis.

The membership of the Member Development Group will be the relevant Portfolio Holder with responsibility for Member Development and one member from each political group represented on the Council. The Group will be chaired by the Portfolio Holder. Members of the Group will be responsible for the promotion of Member Development within their political group.

The Member Development Group will:-

- oversee the provision of member development opportunities;
- advise on policies and procedures relating to member development; and monitor their implementation and effectiveness;
- regularly review the level and allocation of the Councillor development budget;
- oversee the evaluation of member development opportunities and assess the contribution of member development opportunities towards the Council's corporate objectives;
- ensure that Charter Status for Member Development is maintained and monitor the progress of the implementation of the recommendations from the Charter Assessment.

### **3. Composition**

The membership of the Group in 2015-16 was as follows:-

Councillor Mark Cory, Portfolio for Resources, Chairman  
Councillor David Harris  
Councillor Jackie Maclean  
Councillor Theresa Higgins  
Councillor Gerard Oxford

The Group has been supported by Hayley McGrath, Corporate Governance Manager, and Richard Clifford, Lead Democratic Services Officer.

The Group has met on three occasions in 2015 - 16.

#### **4. Main Areas of Work**

##### **4.1 Preparation for New Council 2016**

One of the key areas of work of the Group in 2015-16 has been preparation for the welcome and induction of the new Council elected in the whole Council elections in May 2016. The Group considered the need for a comprehensive induction for new Councillors and the need to for returning Councillors to refresh their knowledge and of the need to bring together the new Council at an early point. It also looked at issues relating to succession planning.

It therefore developed and planned the New Council Conference scheduled for 12 May 2016. This was a new approach and was aimed at providing Councillors with the information they need about the Council and its services and the support available to them at an early stage. The aim was to provide an opportunity for Councillors to meet a range of key officers and to deal with a number of practical and logistical matters in one go, reducing the overall time required to address these issues for both Councillors and officers.

The Conference included sessions for members on:-

- Welcome and Introduction to the Council;
- Code of Conduct
- Handling Constituents Enquires
- Councillor IT and Digital Challenge
- Work of Essex County Council

There was also a Market Stalls event for Councillors to obtain information about the Council's Service Groups and to meet key officers.

The Conference was well attended with 32 Councillors attending for all or some of the day. In particular it was pleasing to note that of the eleven newly elected Councillors, 10 attended. Detailed feedback on the Conference will be sought, particularly from new Councillors about how well it prepared them for their role. However, initial feedback immediately after the event was very positive.

## **4.2 The Provision of Member Development**

The priorities for Member Development are set out in the Council's Member Training Plan. The Group has continued to work towards the priorities identified in the current plan. A copy of the Plan is attached at Appendix 1 with comments included explaining the development provided this municipal year for each of the priorities.

Development has been provided for most of those issues identified as the highest priorities. Those that have not been covered will be considered for inclusion in the Training Plan for the forthcoming municipal year. A review of the Training Plan to take account of the training needs of the new Council will be a priority for the Group in the 2016-17 municipal year.

In 2015-16, forty nine councillors have attended one or more development event, either internal or external over the course of the year, with almost a third of Councillors number attending five or more sessions. Details of the attendance by Councillors at member development sessions are at Appendix 2. In addition to providing training for Borough Councillors, the Council has also provided training on planning issues for parish councillors.

Three Councillors attended the LGAs Leadership Academy programme, two on subsidised programmes, whilst another Councillor also attended the specialist Cultural Services programme, which again was fully subsidised.

Feedback provided by Councillors at member development session is collated and reported to the Group. The feedback has largely been positive.

## **4.3 Member Development Budget and Resources**

The member development budget for 2015/16 was set at £12,000. The budget is split into two elements: a core training budget of £6000 which is used to fund core training with a council wide application such as training on licensing, planning and scrutiny. It is also used to fund a place at Leadership Academy. The remainder of the budget is split between the political groups on the basis of £100 per member.

Where possible the Council seeks to provide training and development in house and most of the training and development in 2015-16t has been provided by the Council's own officers. The spend on the budget was £4138 of which £2700 was from the core budget and £1438 from group budgets. The Group appreciates the time and effort that officers put into providing development opportunities for Councillors. Member development is supported by the Democratic Services Team. Support was also provided by the Corporate Governance Manager as and when required. Considerable time and efforts is put into providing sessions and development by officers across the organisation.

#### **4.4 Work Going Forward**

It will be for the Group to agree of work programme for the 2016 17 municipal year. However the following issues in particular will need to be considered going forward:-

- Establishing training and development needs of the new Council and revising the Council's training plan to reflect the new priorities identified;
- The Council's interim reassessment for Charter Status for Elected Member Development is due in summer 2016.

#### **Conclusion**

The Group considers that the work put into the preparation for the New Council Conference was validated by the significant attendance by Councillors and the positive feedback that has been received so far. In view of the amount of development delivered and the large number of Councillors who have taken advantage of development opportunities that the budget and resources put into member development have provided good value.

**Colchester Borough Council: Annual Training Plan 2015-16**

The purpose of this training plan is to outline the priorities for member development in the 2014-15 municipal year. It is based on information from the following sources:

- Information provided by Councillors about their individual training needs for example from completion of Personal Development Plans or Training Needs Assessments.
- Information provided by the Executive about their view of the priorities for Member Development in the Municipal year;
- Suggestions from the all party Member Development Group.

When arranging and delivering training and development for Councillors, consideration should s be given where appropriate to including strategic partners, parish councillors and councillors from neighbouring authorities.

Subject	Objective	Delivery	Priority (scale of 1 to 3) with1 being the highest priority	Links to Strategic Plan objectives
<b>Knowledge based development</b>				
Provision of information about Welfare Reform	To increase members knowledge of benefits available to constituents so that they are better able to	To be delivered through a range of methods:- <ul style="list-style-type: none"> <li>• presentations;</li> <li>• circulation of information eg briefing</li> </ul>	1	<ul style="list-style-type: none"> <li>• Create the right environment for people to develop and flourish in all</li> </ul>

	<p>help and advise constituents.</p> <p>To keep members abreast of developments and changes to benefits that may be introduced.</p>	<p>notes from LGA.</p> <p>Particular consideration to be given to involving strategic partners , in particular staff from Members of Parliament offices, parish councillors</p>		<p>aspects of life both business and pleasure.</p> <ul style="list-style-type: none"> <li>• Develop a strong sense of community across the Borough by enabling people and groups to take more ownership and responsibility for their quality of life.</li> <li>• Be clear about the major opportunities to work in partnership with public, private and voluntary sectors to achieve more for Colchester than we could do on our own.</li> </ul>
Universal Credit and Colchester – 1 July 2015				

<b>Local Government Finance</b>  <b>To include:-</b> <ul style="list-style-type: none"> <li>• General session for new Councillors or those with a general interest;</li> <li>• More advanced training to be made available for those with a particular interest eg Portfolio Holder, members of Governance Committee.</li> </ul>	<b>To ensure that members have an understanding of the principles of Local Government Finance so that members are able to contribute effectively to the work of the Council, particularly in respect of the budget setting process.</b>  <b>To ensure that members of the Governance Committee have the necessary knowledge and expertise to enable the Committee to function effectively.</b>	<b>To be delivered through a range of methods:-</b> <ul style="list-style-type: none"> <li>• presentations;</li> <li>• circulation of relevant written information</li> </ul>	2	Indirectly contributes to delivery of all Strategic plan objectives
<b>Introduction to Local Government Finance – 9 July 2015</b>				
<b>Scrutiny Training</b>  <b>To concentrate on development of useful scrutiny skills questioning,</b>	<b>To improve the effectiveness of the Scrutiny Panel by ensuring that Panel members have the necessary skills to act</b>	<b>Formal session(s) to be delivered either by external trainer or by members of Executive management Team</b>	1	<b>By providing Councillors with the necessary skills to fulfil their role, indirectly contributes to all of Strategic Plan</b>

interpretation of reports.	as effective members of the Scrutiny Panel.			objectives.
<b>Skills based development</b>				
<b>Public speaking skills</b>	To provide members with the opportunity to develop the necessary skills to enable them to speak in public clearly and confidently. In particular to take account of the many and varied circumstances in which Councillors may need to speak and to deal with the particular challenges involved in speaking in a political environment.	Formal training session to be delivered by external trainer	1	By providing Councillors with the necessary skills to fulfil their role, indirectly contributes to all of Strategic Plan objectives.
<b>Chairing Skills</b>	To provide members, with the necessary skills and knowledge to enable them to chair a range of meetings effectively;. To be aimed particularly at those who are new to a Chairman's role or	Formal training session to be delivered by external trainer  Coaching/mentoring by existing or experienced Chairman	1	By providing Councillors with the necessary skills to fulfil their role, indirectly contributes to all of Strategic Plan objectives.



	who are looking to develop the skills necessary for that role			
<b>Chairing Skills - 5 March 2016</b>				
<b>Social Media and Channel Shift</b>	<p>To provide members with an awareness of the main social media sites and awareness of the potential advantages and risks of using such sites and their potential importance in helping councillors engage with some traditionally hard to reach groups.</p> <p>The role of social media in promoting channel shift.</p>	To be delivered through a series of workshops for small groups of Councillors, possibly according to their familiarity and confidence with social media	2	By providing Councillors with the necessary skills to fulfil their role, indirectly contributes to all of Strategic Plan objectives.
<b>Media Training – 2 July 2015</b> <b>Desktop Publishing on Ipads – 13 January 2016</b>				
<b>IT Skills</b>	To provide members with the opportunity to develop the necessary skills and information to utilise IT effectively	To be delivered through a range of methods such as formal presentations, drop in workshops; online courses.	3	By providing Councillors with the necessary skills to fulfil their role, indirectly contributes to all of

	<p>to fulfil their roles.</p> <p>To include training on new software that Councillors may wish to use.</p>			Strategic Plan objectives.
Desktop Publishing on Ipads – 13 January 2016				
Regulatory based development				
<p><b>Planning</b></p> <p>To include:-</p> <ul style="list-style-type: none"> <li>• General introductory session for new Councillors, ward Councillors and those new to Planning Committee;</li> <li>• Updates on hot topics that arise throughout the municipal year;</li> <li>• Advanced training for members of</li> </ul>	<p>To ensure that members of the Planning Committee meet the requirements of the Constitution in respect of training;</p> <p>To provide a sufficient pool of substitutes with the require training and expertise to enable the Committee to function;</p> <p>To ensure that members of the Planning Committee and substitutes have the necessary skills</p>	<p>General introductory session to be a formal presentation;</p> <p>Updates and information on more advanced topics to be delivered through a range of methods:-</p> <ul style="list-style-type: none"> <li>• presentations;</li> <li>• electronic/online courses;</li> <li>• circulation of information by e-mail;</li> <li>• site visits.</li> </ul>	1	<ul style="list-style-type: none"> <li>• Enhance the diverse retail and leisure mix supporting independent businesses valued by residents and visitors;</li> <li>• Provide opportunities to increase the number of homes available including those that are affordable for local people and</li> </ul>

<p><b>Planning Committee.</b> Subjects to be covered to decided during Municipal Year in discussion between Head of Professional Services and the Chairman of Planning Committee.</p>	<p>and expertise to make sound decisions based on planning criteria.</p> <p>To ensure that ward Councillors have the necessary knowledge of the planning system to effectively represent and champion the interests of their constituents.</p>			<p>refurbish our own Council houses for people in significant need;</p> <ul style="list-style-type: none"> <li>• Ensure transport infrastructure keeps pace with housing growth to keep the borough moving;</li> <li>• Create business friendly environment, encouraging business start ups, support to small and medium sized enterprises and offer development in the right locations.</li> </ul>
<p><b>Planning Committee and Planning Policy Basics – 18 June 2015</b>  <b>Archaeology, Urban Design, Historic Buildings and Areas – 31 July 2015</b>  <b>Planning Training, Section 106, CIL and Affordable Housing – 29 October 2015</b></p>				

<b>Planning training – 11 January 2016</b> <b>Jumbo briefings – 26 January and 1 March 2016</b>				
<b>Licensing</b>  <b>To include:-</b> <ul style="list-style-type: none"> <li>• <b>General session outlining the licensing system, the regulatory framework that underpins it; the role and powers of the Licensing Committee and its sub-committees and how ward Councillors can interact with the licensing system;</b></li> <li>• <b>Training to provide members of the Licensing Committee with sufficient</b></li> </ul>	<p><b>To ensure that members of the Licensing Committee meet the requirements of the Constitution in respect of training;</b></p> <p><b>To ensure that members of the Licensing Committee have the necessary skills and expertise to make sound decisions.</b></p> <p><b>To ensure that ward Councillors have the necessary knowledge of the licensing system to effectively represent and champion the interests of their constituents.</b></p>	<p><b>General session to be a formal presentation.</b></p> <p><b>Updates and information on more advanced topics to be delivered through a range of methods:-</b></p> <ul style="list-style-type: none"> <li>• <b>presentations;</b></li> <li>• <b>electronic/online courses;</b></li> <li>• <b>circulation of information by e-mail;</b></li> <li>• <b>site visits.</b></li> </ul>	<p><b>1</b></p>	<ul style="list-style-type: none"> <li>• <b>Enhance the diverse retail and leisure mix supporting independent businesses valued by residents and visitors;</b></li> <li>• <b>Create business friendly environment, encouraging business start ups, support to small and medium sized enterprises and offer development in the right locations.</b></li> <li>• <b>Ensure Colchester is a welcoming and safe place for residents,</b></li> </ul>

<p><b>expertise to sit on Committee and its Sub-Committees;</b></p> <p><b>Updates on topics as they arise throughout the year, such as legislation updates, and modular units on more advanced issues.</b></p>				<p><b>visitors and uinnesses wit a friendly feel that embraces tolerance and diversity.</b></p>
<b>Induction for New Councillors</b>				
<p><b>Induction programme for any new Councillors elected in May 2015.</b></p> <p><b>To include:-</b></p> <ul style="list-style-type: none"> <li>• <b>Introductions to key officers;</b></li> <li>• <b>Tour of Town Hall and key housekeeping matters (building pass; car parking, location of meeting</b></li> </ul>	<p><b>To provide newly elected councillors with a structured and effective induction to enable them to</b></p> <ul style="list-style-type: none"> <li>• <b>Understand their role as Councillors; and the legal obligations placed on an elected member;</b></li> <li>• <b>Effectively represent and champion the needs of their</b></li> </ul>	<p><b>Formal presentations on key topics</b></p> <p><b>Meetings with key officers</b></p> <p><b>Tour of Town Hall</b></p> <p><b>Provision of key documents</b></p>	1	<p><b>By providing Councillors with the necessary skills to fulfil their role, indirectly contributes to all of Strategic Plan objectives.</b></p>

rooms etc) <ul style="list-style-type: none"> <li>• Access to Council IT systems;</li> <li>• Sessions on key topics: Code of Conduct, Local Government Finance, Planning, Safeguarding, Equality and Diversity</li> </ul>	constituents; <ul style="list-style-type: none"> <li>• Understand the structure and meetings processes of the Council.</li> <li>• Understand the resources available to support and help them</li> </ul>			
Equality and Diversity - 24 June 2015 Introduction to Local Government Finance – 9 July 2015 Code of Conduct – 23 July 2015, 4 November 2015 and 13 November 2015 Safeguarding – 9 February 2016				

## **Evaluation**

**The following principles will apply to evaluation of the training and development delivered to Councillors;**

- **Feedback from delegates should be sought from every Councillor Development session. This should be analysed and summary provided to the trainer and also reported to the Member Development Group. Feedback should also be sought from other methods of development. Again the feedback should be analysed, summarised and reported where appropriate to the person providing the development and to the Member Development Group**

## Appendix 2

### Attendance at Training and Development Opportunities 2015-16 Municipal Year

	Planning Committee and Planning Policy Basics	Equality and Diversity	Universal Credit and Colchester	Media Training	Intro to Local Government Finance	Code of Conduct
Dates	18-Jun-15	24-Jun-15	01-Jul-15	02-Jul-15	09-Jul-15	23-Jul-15
Attendees	Barton Buston Chillingworth Hardy Harrington Havis Jarvis Liddy Lilley Maclean, F Maclean, J Manning Martin Naish Young, J	Feltham Hardy Hazell Liddy Maclean, J Scott-Boutell	Barton Blundell Bourne Buston Chillingworth Feltham Hardy Hazell Hogg Jarvis Liddy Sykes Willetts	Cory Frame	Goss Hardy Laws Scott Young, T	Hardy Moore



Archaeology, Urban Design, Historic Buildings and Areas	Local Government and Human Rights	Developing Brownfield Sites Westminster Briefing	Planning Training - s 106 CIL, Affordable Housing - PAS	Code of Conduct	Devolution	Code of Conduct
31-Jul-15	24-Sep-15	13-Oct-15	29-Oct-15	04-Nov-15	12-Nov-15	13-Nov-15
Chillingworth	Liddy	Barton	Barton	Arnold	Barton	Havis
Chuah			Chapman	Maclean, F	Buston	Laws
Hardy			Chillingworth		Chapman	Locker
Hayes			Chuah		Chillingworth	
Hazell			Cook		Davies	
Jarvis			Cope		Feltham	
Maclean			Elliott		Graham	
Moore			Goss		Hardy	
Sykes			Hazell		Havis	
Scott-Boutell			Hayes		Hayes	
			Jarvis		Hogg	
			Liddy		Jarvis	
			Locker		Lilley	
			Maclean, J		Maclean, J	
			Martin		Scott-Boutell	
			Scott		Young, T	
			Smith			

Air Quality Action Plan and Low Emission Strategy						
Kickstart	Planning Training.	Desktop publishing on Ipad	Briefing	Jumbo briefing	Safeguarding	Jumbo briefing
27-29 November	11-Jan-16	13-Jan-16	12-Jan-16	26-Jan-16	09-Feb-16	01-Mar-16
Barton	Arnold	Oxford, B	Barton	Arnold	Chapman	Barton
Smith	Buston	Oxford, G	Chillingworth	Chpman	Chillingworth	Buston
Havis	Chapman	Harris	Cook	Cook	Chuah	Goss
	Cope		Cope	Cope	Hardy	Hazell
	Davidson		Davies	Feltham	Harris	Liddy
	Elliott		Feltham	Frame	Havis	Oxford, G
	Feltham		Frame	Hardy	Hazell	
	Hardy		Goss	Havis	Hogg	
	Hayes		Havis	Hayes	Oxford, G	
	Hazell		Hayes	Jarvis	Oxford, P	
	Higgins, T		Hogg	Knight		
	Jarvis		Knight	Laws	Also CBH	
	Laws		Laws	Lissimore	Loweman	
	Liddy		Liddy	Maclean, J	Grhamslaw	
	Lissimore		Maclean	Moore	Philp	
	Locker		Manning	Smith	Carey	
	Maclean		Moore	Willetts	Blois	
	Person		Oxford, B		Officers	
	Scott		Oxford, P		Gareth Mitchell	
	Scott-Boutell		Scott-Boutell		Mel Rundle	
	Smith		Smith		Cass Clements	
	Willetts				Roz Clough	
					Fay Mathers	

## **Chairing Skills**

15-Mar-16

Barton  
Buston  
Cope  
Davidson  
Goss  
Harris  
Hayes  
Hazell  
Liddy  
Lilley  
Maclean, J  
Manning  
Scott  
Scott-Boutell

<b>Name</b>	<b>Number of development sessions attended</b>
Christopher Arnold	3
Lyn Barton	9
Kevin Bentley	
<i>Elizabeth Blundell</i>	1
<i>Anne Brown</i>	
Tina Bourne	1
Roger Buston	6
Mark Cable	
Nigel Chapman	5
Peter Chillingworth	7
Helen Chuah	3
<i>Barrie Cook</i>	3
Nick Cope	5
Mark Cory	1
Robert Davidson	2
Beverly Davies	2
John Elliott	2
Andrew Ellis	
<i>Margaret Fairley-Crowe</i>	
Annie Feltham	6
Bill Frame	3
<i>Ray Gamble</i>	
Martin Goss	5
Dominic Graham	1
Annesley Hardy	10
<i>Marcus Harrington</i>	1
Dave Harris	3
Julia Havis	7
Jo Hayes	8
Pauline Hazell	8
<i>Peter Higgins</i>	
Theresa Higgins	1
Mike Hogg	4
Brian Jarvis	7
John Jowers	
Justin Knight	2
Darius Laws	5
Cyril Liddy	9
Michael Lilley	3
Sue Lissimore	2
Ben Locker	3
Fiona Maclean	2
Jackie Maclean	9
Jon Manning	2
<i>Richard Martin</i>	2
Patricia Moore	4
<i>Kim Naish</i>	1
<i>Nigel Offen</i>	
Beverley Oxford	2
Gerard Oxford	3
Philip Oxford	2
Chris Pearson	1
<i>Will Quince</i>	

Rosalind Scott	4
Jessica Scott-Boutell	6
<i>Peter Sheane</i>	
Paul Smith	5
Laura Sykes	2
Dennis Willetts	2
Julie Young	1
Tim Young	2

*Those Councillors in italics did not stand for re-election in May 2016 election*