Report to: Corporate Resources O&S Committee

Date: 14th July 2015

MEMBER DEVELOPMENT PROGRAMME UPDATE

1   Purpose

1.1   To update the Committee on progress with regards to member development in 2015/16.

2   Background

2.1   The Kerslake report, published in December 2014, made a number of recommendations which had implications for member training and development. In particular, Recommendation 03 included the recommendation:

The strategic, executive, independent scrutiny and community roles of members needs to be clearly defined and better supported including with appropriate training

2.2   Following the report, an Improvement Plan was drawn up that included activity to support member development. Alongside this, the former Governance, Resources and Customer Services O&S Committee continued its work overseeing the development of the programme. It last discussed the matter in April 2015.

2.3   In June 2015, the Council's six-month report to the Birmingham Independent Improvement Panel was submitted, and this noted some of the work that has been undertaken:

- The development (on-going) of proposals for training and development programmes for both councillors and officers, including support for design and delivery from the Local Government Association (LGA).

- Workshops will be held with the Executive Management Team (Cabinet Members and Chief Officers) in July, and for all other councillors and JNC (senior management) officers by the end of September 2015.

- A specific programme has been created for Chairs of Scrutiny and District Committees, which reflect the constitutional changes that have been made (see recommendation 7), and this started on 1st June.

2.4   This, and other work completed so far, is set out in the report below.

3   The Improvement Plan and Programme

3.1   The Improvement Plan sets out a number of actions needed to meet the requirements with respect to member development. These are set out in Appendix 1.

3.2   Underpinning this is a developing programme for members. This is attached as Appendix 2.

3.3   The programme is built around four areas:

New member Induction	On-going member development
Aim: To give oversight of council processes and procedures to enable new members to get quickly up to speed with their role	**Aim: to provide ongoing development opportunities for members related to current and potential future role and responsibilities**
• Understand role and responsibilities, the Council's values & behaviours, define new development offer	• A survey poll of all members for targeted training
• Who's who in Birmingham, customer intelligence and access to IT and council services	• Skill development (e.g. running surgeries, media training and dealing with conflict) ; networks and external visits
• Managing casework, code of conduct and the constitution	• Community leadership development (i.e. place shaping, partnership, civic and civil)
	• Site visits and floor walking of council services

Scrutiny & District Chairs & Deputy Chairs	
Aim: To develop good community governance with effective and positive scrutiny	• Future roles and responsibilities - progressing to Chair/Vice Chair/Cabinet; how member roles are changing
• Understand the new constitution, roles and responsibilities and what it means in practice	**Member/Officer relationship**
• Future District Delivering Differently programme overview and how to implement locally	**Aim: members and officers share understanding about their roles and responsibilities and how they work together**
• Joint session with Scrutiny and District Chairs/Vice Chairs on new ways of working together	• Member & Officers – redefined roles & expectations, supported by development programme
	• Underpinning behavioural standards, the new constitution and community governance with outward place focus

3.4   Each of these areas is considered in more detail below.

4   New Member Induction

4.1   Four sessions were held (see Appendix 2, pages 1 to 2) for the six members newly elected to the City Council in May, though two had previously served as councillors. Attendance was good, with at least three members attending each session.

4.2   The fourth session was open to any member to attend, and this was attended by 11 members (including two new members).

4.3 Informal feedback from the session was positive, members engaged in the sessions and reported that they found them useful.

4.4 Further feedback will be sought from those members who attended.

4.5 Introductory sessions or training have also been held (or will be held) for members on regulatory committees (Planning, Licensing and Trusts & Charities).

5 Scrutiny & District Chairs & Deputy Chairs

5.1 Given the changes in the Constitution, and the new role of District Committees, a specific programme was created for Chairs and Deputy Chairs of District Committees.

5.2 Two District Chairs and Deputy Chairs Leadership Development workshops were held in June. These covered the changes to the operation and remit of District Committees and the skills needed to put this into place.

5.3 A third session will be held later in July with Scrutiny Chairs and Deputy Chairs, to look at how scrutiny and district committees need to work together to deliver the changes.

5.4 A further skills session is also being planned for the autumn, engaging the Centre for Public Scrutiny to work with members on skills and tools needed for conducting inquiries/Neighbourhood Challenge. This will be shaped following feedback from the July session.

6 Member/Officer Relationships

6.1 One of the findings of the Kerslake report was that "the council needs to clarify roles, responsibilities, behaviours and ways of working expected in relation to the role of the Leader, Cabinet, councillors, Chief Executive and officers".

6.2 Workshops with senior members and officers will be held in July with the aim of getting a framework for understanding roles and associated behaviours, and understanding accountabilities. This work will then be rolled out to all members and JNC officers.

7 On-Going Member Development

7.1 Following the activity that has and will take place up to August, a review will be undertaken in order to report to lead members on progress, and to:

- Shape the programme for September 2015 to March 2016;
- Agree on communications (e.g. how to use Cllrs Bulletin and others).

7.2 As part of that, feedback will be collected from members via:

- Member Survey;
- Feedback collected during induction sessions;

- Feedback from this meeting.

7.3   The information collected will be used to design a programme for the remainder of the municipal year, ensuring that the content, pace and timing best suits members. A selection of the suggestions and formats suggested so far are set out in Appendix 3.

7.4   Alongside this, member access to "People Solutions" – the portal for human resources – has been provided. The Member Portal includes access to payslips and a wide range of learning resources that offer a blended mix of learning approaches.

7.5   Detailed discussions are under way with the LGA to arrange suitable development support.

8   Recommendations

8.1   Members are asked to:

- Note the report and attached Member Development Programme;

- Suggest ways in which the future programme might be phased or timed;

- Consider how the impact of the programme should be measured, and ask officers to draw up a basket of appropriate measures;

- Agree how often this Committee should review the activity and impact (perhaps six monthly?)

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Appendix 1: Extract from the Improvement Plan

Reference:	Action:	Time-scale:	Outcome:	Comments:
Action plan 1	3. Design and initiate a member development programme, including member induction and a response to immediate training needs	May 15	Senior members and officers have absolute clarity on roles and responsibilities	*To form part of the member development proposal*
	4. Arrange for the design and deliver a series of externally facilitated workshops on the application/implementation of member roles and responsibilities and interface with officers	Jun 15	Attendance at workshops Positive feedback over period - individual and group reflection	*To form part of member development proposal*
	5. Secure joint officer and member agreement on how to monitor and manage adherence to roles and responsibilities and communicate to all members and staff	Jul 15	Clear approach with consequences for non-compliance Cross party and officer support	*Action to be led by Chief Exec and Leader but potentially links to the member development proposal*
	9. Develop and implement an equivalent performance review framework for elected members with SRAs – starting with cabinet	May 15	Officers and members are clear on how expectations are set and performance will be monitored and managed	*Action to be led by Leader and Group Leaders but potentially links to the member development proposal*
	24. Establish a cross party member and officer group to shape and champion engagement with staff and members on values and behaviours	Spring 15	Cross party member and officer agreement on cultural change and expectations	*Action to be led by Chief Executive and Leader but potentially links to member development*
	25. Implement first year cultural change programme with agreed baseline and measures for assessing impact	Jun 15	Members, officers and stakeholders report positive change Members and officers can articulate the desired culture for the council	*To be led by Chief Executive and Leader but potentially links to member development proposal*