# CARDIFF COUNCIL CYNGOR CAERDYDD



# DEMOCRATIC SERVICES COMMITTEE:

19 JUNE 2013

# **REPORT OF THE INTERIM HEAD OF DEMOCRATIC SERVICES**

# AGENDA ITEM: 8

# PROVISION OF TRAINING AND DEVELOPMENT OPPORTUNITIES FOR ELECTED MEMBERS

#### Reason for this Report

1. To consider the provision of training and development opportunities for elected members and proposals for the introduction of a process for reviewing their training and development needs on an annual basis, in accordance with the Local Government (Wales) Measure 2011.

#### Background

2. Statutory guidance on the Local Government (Wales) Measure 2011 was published by the Welsh Government in June 2012. The statutory guidance relating to Chapter 2 of the Measure, which relates specifically to the training and development of Members, recommends that the Democratic Services Committee has overall responsibility for deciding what should be regarded as reasonable training and development of providing support to Members to carry out their functions. A copy of the relevant extract from the statutory guidance is attached as **Appendix A** to this report.

#### Issues

#### Annual Member Training & Development Programme

- 3. Paragraph 2.7 of the statutory guidance issued by the Welsh Government recommends that local authorities provide opportunities for what is essential for a local authority member to perform their role effectively and suggests that local authorities may wish to consider providing the following examples of training provision for Members:
  - Induction
  - Role and functions of the executive, the council and its officers.
  - Overview and scrutiny
  - Information technology
  - Code of conduct
  - The role of a councillor as a local member
  - Public engagement
  - Equality and diversity training.

In addition, the Democratic Services Committee may also wish to consider providing additional training and development opportunities for Members in other specific policy areas which are considered as essential, such as planning or licensing.

- 4. To date, the Council's Member Development Strategy, which was agreed originally back in March 2008, has outlined the framework within which the Council has provided training and development opportunities for Members on an annual basis.. A summary of the Member Induction & Development Programme, which was provided for Members in 2012/13, is attached as **Appendix B** to this report. This included mandatory training, as agreed by Group Leaders and Whips prior to the Local Council Elections in May 2012, for all Members on the Code of Conduct (which all Members received in 2012/13 with the endorsement of the Standards and Ethics Committee) and for those Committee Members responsible for considering Planning, Licensing and Audit matters, for example.
- 5. A survey of Members was also undertaken by Democratic Services officers in July 2012 following completion of the induction element of the Member Induction & Development Programme, which ran from May to July 2012. The survey response rate was 28% based on 21 questionnaires which were returned by Members. This provided a useful exercise through which to gain additional feedback from Members in relation to the Member Induction & Development Programme, including the topics covered to date and suggested topics for future sessions; the timing of when member training & development sessions are held, and requests for some sessions (e.g. equality & diversity; introduction to planning) to be repeated in 2013/14. The results of this exercise were used to inform the Member Induction & Development Programme delivered over subsequent months during 2012/13.
- 6. Paragraph 2.9 of the statutory guidance recommends that the Democratic Services Committee has overall responsibility for deciding what should be regarded as 'reasonable training and development opportunities'. As a result, it is proposed that the Council's Member Development Strategy should be reviewed by the Committee in order to help define what it considers to be 'reasonable' and to take account of other new requirements of the Local Government (Wales) Measure 2011.
- 7. As part of any such review, the Committee may wish to take the opportunity to review specific aspects of the Council's current training and development provision for Members, which could, for example, include:
  - topics for information/briefing sessions;
  - personal skills development (e.g. chairing skills, ICT training);
  - timing of training sessions;
  - external or internal provision of training sessions;
  - determining what is mandatory/non-mandatory training; and
  - e-learning options.

- 8. In addition, the Committee could consider reviewing the procedures for commissioning external bodies to provide training for Members. The statutory guidance advises local authorities to liaise with the Welsh Local Government Association (WLGA) when drafting such procedures and the Council may also wish to seek advice from the WLGA when commissioning potential external training providers who may have particular experience of providing training within the specific context of Welsh local government and related legislation and who may have been used previously by the WLGA. The statutory guidance further recommends that the Democratic Services Committee should also propose the appropriate level of funding to be made available by the Council for the purchase of external training.
- 9. Alongside this, the Committee may also wish to consider the process and criteria for applications for external training opportunities, which are submitted by Members on an individual basis. To date, any such requests for external training opportunities have been considered by the Monitoring Officer and/or the Democratic Services Manager on an ad hoc basis on the basis of associated cost and relevance to Members' individual roles and the Welsh local government context.

#### Personal Development Reviews

10. Section 7 of the Local Government (Wales) Measure 2011 requires local authorities to:

"secure the provision of reasonable training and development opportunities for its members. Each member should also have the opportunity to have a review of their training and development needs on an annual basis."

- 11. Annual personal development reviews or interviews would provide an opportunity for Members to assess their own individual training needs and would assist in informing the development of Personal Development Plans for those Members participating in this process. In addition, the reviews or interviews would be used to inform the development of the Council's annual Member Training & Development Programme for 2013/14 and future years.
- 12. It is therefore proposed that the Committee should consider the development of an annual personal development review process or scheme, which must be offered to all Members for them to review their training and development needs on an annual basis, if they choose to do so. However, as made clear in the statutory guidance, it must be emphasised that the review is not a performance review or an assessment of how well or how badly a member has conducted their duties as that is properly a matter for the electorate to judge at the ballot box.
- 13. To assist with this exercise, it is useful for the Committee to refer to both the statutory guidance on Chapter 2 of the Local Government (Wales) Measure 2011, as set out in Appendix A to this report, and

also to specific guidance on the implementation of Personal Development Reviews for Members, which has been published by the WLGA and which is attached as **Appendix C** to this report.

14. The statutory guidance further confirms that:

"Should a member decide to have an annual review of their training and development needs, the authority must ensure that the review includes an opportunity for an interview with someone who they consider to be "suitably qualified" to advise about the training and development needs of a member."

- 15. Consequently, there is also a need for the Committee to consider the identification of a "suitably qualified person" to undertake any preplanned interviews with Members as part of any agreed process or scheme. Options for such person(s) could potentially include Group Leaders; the Council's Member Development Champion; the Chief Executive; Monitoring Officer; Head of Democratic Services; HR officers or external representatives (e.g. from the WLGA). Appropriate training would also need to be provided to such person(s) who would perform this role. The statutory guidance suggests that it would probably be neither suitable nor desirable for a single person to be made responsible for conducting all interviews.
- 16. There is also a need to consider the adoption of role descriptions to support this process. The WLGA has developed a generic suite of role descriptions which have been used widely or adapted to fit the roles and responsibilities held by Members within other local authorities in Wales. It should be noted that the Council has previously adopted the generic role description for an elected member, which forms part of the Council's Scheme of Member Remuneration and provides a basic statement of responsibilities for Members in line with recommendations made by the Independent Remuneration Panel for Wales.

#### Proposed Establishment of a Task & Finish Group

- 17. As part of the future consideration of these various issues by the Democratic Services Committee, it is proposed that the Committee should establish a Task & Finish Group with terms of reference to undertake a review of the Council's Member Development Strategy and to bring forward recommendations for the implementation of a Personal Development Review Scheme (or similar) for Members, which can assist in informing the development of Personal Development Plans for Members and the Council's Member Training & Development Programme for 2013/14 and future years.
- 18. The Task & Finish Group would be expected to consider the statutory guidance on the Local Government (Wales) Measure 2011 as part of this process, together with any relevant guidance published by the WLGA and best practice in other local authorities. This work would also assist in supporting any future application by the Council for the WLGA Charter for Member Support and Development, as discussed by the Committee in February 2013.

#### **Reasons for Recommendations**

19. To enable the Council to comply with Section 7 of the Local Government (Wales) Measure 2011.

#### Legal Implications

20. The relevant legal provisions are referred to in the body of this report. There are no further legal implications directly relating to the content of this report.

#### Financial Implications

21. There are no direct financial implications arising from this report. Any implications resulting from the review undertaken by the task & finish group will need to be considered when this is completed.

#### RECOMMENDATIONS

The Committee is recommended to

- note the provision of training and development opportunities to Members as part of the Council's Member Induction & Development Programme in 2012/13 as summarised in Appendix B to this report; and
- 2. agree to establish a Task & Finish group from membership of the Committee in order to consider the future provision of training and development opportunities for Elected Members in accordance with the requirements of the Local Government (Wales) Measure 2011.

#### ANDREW KERR INTERIM HEAD OF DEMOCRATIC SERVICES 13 June 2013

- APPENDIX A: Statutory Guidance on the Local Government (Wales) Measure 2011: Chapter 2 – Training and Development of Local Authority Members
- APPENDIX B: Member Induction & Development Programme 2012/13 Summary
- **APPENDIX C:** WLGA Guidance for Authorities Planning to Implement Personal Development Reviews for Members (September 2012)

The following Background Papers have also been taken into account:

Local Government (Wales) Measure 2011

# Chapter 2 Training And Development Of Local Authority Members

# Statutory Guidance made under Section 7 of the Local Government (Wales) Measure 2011

#### Introduction

2.1 Part 1 of the Measure contains provisions intended to strengthen local democracy. Chapter 1 of that Part concerns the support provided to members of a local authority and section 7 within that chapter provides for the training and development of these members.

2.2 This statutory guidance is issued under section 7(4) of the Measure and section 71 of the Government of Wales Act 2006. The guidance relates to local authorities securing reasonable training and development opportunities for its members as required by section 7 of the Measure.

#### What the Measure requires

2.3 Section 7 requires local authorities to secure the provision of reasonable training and development opportunities for its members. Each member should also have the opportunity to have a review of their training and development needs on an annual basis. However, it should be noted that these provisions do not apply to the executive leader of an authority which operates a leader and cabinet executive.

2.4 Should a member decide to have an annual review of their training and development needs, the authority must ensure that the review includes an opportunity for an interview with someone who they consider to be "suitably gualified" to advise about the training and development needs of a member.

2.5 In relation to these functions, a local authority is under an obligation to have regard to guidance issued by Welsh Ministers.

#### Guidance

#### **Reasonable Training and Development Opportunities**

2.6 The Measure does not define what constitutes reasonable training and development opportunities for the purposes of section 7. The Welsh Government recommends that local authorities provide opportunities for what is essential for a local authority member to perform their role effectively.

2.7 Below is a non-exhaustive list of some of the areas in which local authorities may wish to consider providing training for their members.

- Induction.
- Role and functions of the executive, the council and its officers.
- Overview and scrutiny.

- Information technology.
- Code of conduct.
- The role of a councillor as a local member.
- Public engagement.
- Equality and diversity training.

2.8 Training in the above areas need not be exclusively delivered. Training which combines one or more of the above areas is not discouraged. It is recommended that each member has their own personal development plan which is reviewed on a regular basis. This could be used to inform the annual review of a local authority member's training and development needs as required under the Measure.

2.9 It is recommended that the Democratic Services Committee (DSC) has overall responsibility for deciding what should be regarded as reasonable training and development opportunities as part of its function of providing support to members to carry out their functions. In addition to the list set out in paragraph 2.7 the DSC may consider adding some policy areas for which training is considered essential, such as planning or licensing.

2.10 The agreed, training and development opportunities could be contained within a published development strategy. The Welsh Local Government Association's Charter for Member Support and Development ("the Charter") could be used for guidance purposes by local authorities in developing their strategies. Local authorities may wish to consider the requirements to achieve the Charter when developing their strategies and programmes.

2.11 It may not always be the case that the reasonable training and development needs of local authority members can be met in-house. The development strategy could contain procedures for commissioning external bodies to provide training and local authorities are advised to liaise with the Welsh Local Government Association's (WLGA) member development officers if drafting such procedures. It is recommended that the DSC proposes the appropriate level of funding to be made available for the purchase of external training.

#### **Annual Review**

2.12 Every local authority member (other than an executive leader – see paragraph 23) must be offered the opportunity to have their training and development needs reviewed on an annual basis. It is recommended that much of the training and development needs of local authority members are identified by such reviews.

2.13 The review must include an opportunity for a pre-planned interview between the member and a suitably qualified person (see paragraphs 2.17-2.22). The interview could include a review of the training and development received by the member over the last year (or appropriate period if the local authority member has only been recently elected).

2.14 Local authorities may wish to consider detailing the outcome of the interview in an agreed plan which sets out training and development needs, if any, identified for the year ahead. It is recommended that this personal development plan is

provided for the member and signed by both member and reviewer. This is a private document which is not expected to be published by the authority or member, although a member is free to publicise in his or her annual report any training and development undertaken if he or she so wishes.

2.15 In achieving the standard required for the Charter, local authorities will need to adopt role descriptions for the posts of leader, deputy leader, executive member, scrutiny member, chair of scrutiny and chairs of statutory and area committees. The descriptions could be used as a guide as to the skills required by the relevant member.

2.16 The review is an assessment of training and development needs. A local authority may wish to consider making it clear to members that the review is not a performance review or an assessment of how well or how badly a member has conducted their duties. That is not a statutory requirement and is a matter for the electorate to judge at the ballot box.

#### **Suitably Qualified**

2.17 It is for the local authority to determine who could be considered a suitably qualified person to conduct interviews with local authority members to discuss their training and development needs as part of their annual review. This responsibility could be allocated to the DSC within the authority. In most cases, this may not be a question of naming individuals, but of describing a post or office holder, (but see paragraph 2.22 below). It would probably be neither suitable nor desirable for a single person to be made responsible for conducting all interviews.

2.18 Some local authorities already carry out various practices in relation to the review of the training and development needs of its members. Practices include group leaders conducting interviews with their members or interviews being conducted by the leader and the executive members. Both these practices are perfectly acceptable methods of complying with the requirements of the Measure.

2.19 Authorities may prefer, however, to divest the duty with their human resources officers. If this is the preferred option, local authorities may consider making the Head of Democratic Services (HDS) responsible for co-operating with human resources officers for this part of their work. If the Head of Paid Service was selected as a suitably qualified person to conduct an interview it would not be expected that they would work under the supervision of the HDS.

2.20 Some authorities may prefer to hire external consultants or peers to conduct interviews, which is also acceptable. Local authorities are encouraged to appoint a Member Development Champion from amongst its councillors.

2.21 It is recommended that there should be no surprises in the system and that individual members know who they can expect to conduct their interview. Local authorities may wish to consider including an option in their arrangements for members to make a request to the HDS to arrange for a different person to conduct their interview if there is good reason for so doing.

2.22 Finally, authorities must ensure that anyone conducting an interview must themselves have received suitable training in how to do this and are advised to liaise with the WLGA to ensure the provision of this. Therefore, even if the authority has chosen to allocate the duty of conducting reviews to a post, rather than an individual, that post holder should have received the necessary training before conducting reviews.

#### Executive Leader of the Local Authority

2.23 Section 7 of the Measure does not apply to the executive leader (or elected mayor) of an authority. However, there may, of course, be occasions where the leader wishes to receive training or development and there is no suggestion that, by excluding them from the provisions of the Measure, they should not be able to receive training, nor, indeed, an annual review or an interview with a suitably qualified person.

#### <u>APPENDIX B</u>

## Member Induction & Development Programme : May 2012 - March 2013

Date	Training & Development Session Title	No. of attendees	Mandatory / Non Mandatory	External / Internal Training Provider
28 May 2012	Public Protection Committee Induction - Committee Members ONLY	9	Mandatory	Internal
30 May 2012	Licensing & Licensing Sub Committees Induction - Committee Members ONLY	9	Mandatory	Internal
31 May 2012	Introduction to Planning	20	Non-mandatory	Internal
7 June 2012	Planning Committee Induction - Committee Members ONLY	10	Mandatory	Internal
12 June 2012	Code of Conduct	23	Mandatory	Internal
14 June 2012	Code of Conduct	20	Mandatory	Internal
25 June 2012	Introduction to Licensing & Public Protection	9	Non-mandatory	Internal
25 June 2012	Audit Committee Induction - Committee Members ONLY	6	Mandatory	Internal & External
26 June 2012	Being Prepared for Scrutiny 1	18	Mandatory	Internal
27 June 2012	Neighbourhood Management, Partnership Working & Community Safety	14	Non-mandatory	Internal
28 June 2012	Being Prepared for Scrutiny 2	12	Mandatory	Internal
04 July 2012	Role of the Ward Member	9	Non-mandatory	Internal
09 July 2012	Equality & Diversity	7	Non-mandatory	Internal
09 July 2012	Information Management	6	Non-mandatory	Internal
10 July 2012	Introduction to Local Governance and Protocols	5	Non-mandatory	Internal
20 July 2012	Chairing Skills for Scrutiny - Scrutiny Chairs ONLY	5	Mandatory	External - WLGA Funded
24 July 2012	Code of Conduct	16	Mandatory	Internal
26 July 2012	Being Prepared for Scrutiny 3	8	Mandatory	Internal
25 September 2012	Tour of Council Key Sites & Projects	8	Non-mandatory	Internal
01 October 2012	Emergency Planning	6	Non-mandatory	Internal
10 October 2012	Personal Safety for Elected Members	6	Non-mandatory	External

Date	Training & Development Session Title	No. of attendees	Mandatory / Non Mandatory	External / Internal Training Provider
17 October 2012	Code of Conduct	3	Mandatory	Internal
20 November 2012	Corporate Parenting	3 (tbc)	Non-mandatory	Internal
26 November 2012	Safeguarding Children & Vulnerable Adults - Public Protection Committee Members ONLY	6	Non-mandatory	Internal
27 November 2012	Council Budget Process	13	Non-mandatory	Internal
28 November 2012	Code of Conduct	8	Mandatory	Internal
29 November 2012	Chairing Skills	8	Non-mandatory	External - WLGA Funded
03 December 2012	Local Government Procurement	7	Non-mandatory	Internal
11 March 2013	Safeguarding Children & Vulnerable Adults	5	Non-mandatory	Internal
20 March 2013	Making Social Media Work for Councillors	7	Non-mandatory	External - WLGA Funded

GUIDANCE FOR AUTHORITIES PLANNING TO IMPLEMENT PERSONAL DEVELOPMENT REVIEWS FOR MEMBERS SEPTEMBER 2012



WLGA • CLILC

## Introduction

This guidance has been developed by the WLGA working with members and officers in the Member Development Champions and Member Support Officer Networks to assist authorities who are developing a personal development review scheme for elected members.

Authorities who have successfully introduced these schemes have done so at different levels ranging from a light touch review of roles and training needs, to a review of performance approaching a form of appraisal. We therefore suggest that any approach should be developed by members and officers working together to create a scheme that is seen as supportive to members in undertaking their role and is provided at a level that members believe is appropriate.

Authorities wishing to introduce a scheme which addresses the performance of members in an appraisal approach are advised to consider and agree with members additional guidance, support and training before they undertake this.

Although many authorities already offer Personal development Reviews to members, the Local Government (Wales) Measure 2011 places a <u>requirement</u> on authorities to provide all members with an opportunity to have a personal development review to assess their development needs.<sup>1</sup>

The WG has provided additional guidance on the process for the reviews at appendix 1.

This guidance has been designed to enable authorities to meet the Measure requirements, provides practical guidance for implementing personal development review schemes and provides case studies from authorities who have successful schemes in place. It also fits with the requirements for the Wales Charter for Member Support and Development (see appendix 2)

#### Local Government (Wales) Measure 2011

<sup>&</sup>lt;sup>1</sup> "A local authority must secure the provision of reasonable training and development opportunities for its members.

<sup>(2)</sup>A local authority must make available to each member of the authority an annual review of the member's training and development needs.

<sup>(3)</sup>The review must include an opportunity for an interview with a person who is, in the opinion of the authority, suitably qualified to provide advice about the training and development needs of a member of a local authority.

<sup>(4)</sup>In exercising its functions under this section a local authority must have regard to guidance given by the Welsh Ministers.

<sup>(5)</sup>In the case of an authority which operates a leader and cabinet executive (Wales), a reference in this section to a member of a local authority does not include the executive leader.

# Definition

Personal Development Review (PDR) is a way for a member and his/her Authority to mutually assess a member's personal development needs. The review should be set within the context of the role of the member, his/her aspirations for what s/he hopes to achieve, the purpose and aspirations of the Authority and the needs of the community.

# Purpose

PDR schemes enable members to build confidence, develop skills and knowledge and improve their own performance and contribution to the council and the community. They can provide:

- Clarity for members about the expectations and accountabilities placed upon them.
- Understanding of and support for the individual and collective development needs of members
- Support for members in preparing for new roles (succession planning)
- An understanding and ownership of organisational goals
- Support for improved member performance

# Methodology

Authorities implementing a scheme may find it useful to consider the following as a possible approach:

- Promote the value of the PDR approach, reassuring members that it is not a performance appraisal but a means of supporting and developing members. Personal development reviews and appraisals can often be confused, as was the case when the Draft Measure and accompanying Explanatory Memorandum was originally published.
- 2. Secure representative cross party agreement between members for the creation of the PDR Scheme agreeing the:
- aims (these might include developing a greater understanding of member roles and responsibilities, providing the most appropriate, cost effective and effective support and development for members which also secure organisational and community objectives.
- scope (such as whether members will discuss their performance and work plans in addition to their training and development and how an evaluation of the members previous training will be reviewed).
- outcomes for the scheme and ways of measuring its success
- 3. Engage with internal expertise among members and officers (HR approaches to officer appraisal schemes, members with experience in this area) to develop the approach
- 4. Link the scheme with existing strategies for member support and development and other appropriate organisational strategies such as organisational development or people strategies.

- 5. Link the scheme with existing and developing member development needs analyses and training programmes. This might include:
- Using any internal member development frameworks to help members in their deliberations.
- Establishing ways of using the emerging training needs to inform member development programmes.
- 6. Establish role descriptions as the basis for the interviews. These should be developed with and endorsed by members prior to the PDR process.
- 7. Establish a clear methodology for undertaking the review. Such as:
- Using pro-formas for conducting the interviews, (appendix 2).
- Agreeing who will undertake the reviews, taking into account the Local Government Measure's requirement for a "suitably qualified" person to undertake the review. If this is to be a member, candidates might include the Leader, Deputy Leader, Group Leaders or Member Development Lead/Chair of Democratic Services. Experience suggests that it is preferable to spread the responsibility between members as much as possible. If this is to be an officer, candidates might include the Head of Democratic Services, member support officers and HR/training personnel. It may be appropriate to use external expertise in the process such as Leaders from other authorities or trained Member Peers to undertake Leader reviews.
- Agreeing the role of officers in supporting the process and using the emerging information to devise member development strategies and programmes.
- Establishing rules about confidentiality.
- 8. Provide training/briefing/written guidance for those taking part (appendices 3/4/5) so that no one takes part without all parties knowing what they are doing, why they are doing it and how.
- 9. Evaluate the scheme with all those involved, to see if the aims are being met.

#### **Further Assistance**

Is available from the WLGA in introducing and implementing Personal Development Review Schemes. Training is available for both members and officers in undertaking reviews and for those members who will be receiving reviews in how to get the most out of them.

We are grateful to those authorities who have shared their experiences of the PDR process to contribute to this new guidance.

#### Further information Sarah Titcombe 029 2046 8638

# Statutory Guidance on Personal Development Review from the Welsh Government

# **Annual Review**

2.12 Every local authority member (other than an executive leader – see paragraph23) must be offered the opportunity to have their training and development needsreviewed on an annual basis. It is recommended that much of the training anddevelopment needs of local authority members are identified by such reviews.

2.13 The review must include an opportunity for a pre-planned interview between the member and a suitably qualified person (see paragraphs 2.17-2.22). The interview could include a review of the training and development received by the member over the last year (or appropriate period if the local authority member has only been recently elected).

2.14 Local authorities may wish to consider detailing the outcome of the interview in an agreed plan which sets out training and development needs, if any, identified for the year ahead. It is recommended that this personal development plan is provided for the member and signed by both member and reviewer. This is a private document which is not expected to be published by the authority or member, although a member is free to publicise in his or her annual report any training and development undertaken if he or she so wishes.

2.15 In achieving the standard required for the Charter, local authorities will need to adopt role descriptions for the posts of leader, deputy leader, executive member, scrutiny member, chair of scrutiny and chairs of statutory and area committees. The descriptions could be used as a guide as to the skills required by the relevant member.

2.16 The review is an assessment of training and development needs. A local authority may wish to consider making it clear to members that the review is not a performance review or an assessment of how well or how badly a member has conducted their duties. That is not a statutory requirement and is a matter for the electorate to judge at the ballot box.

# **Suitably Qualified**

2.17 It is for the local authority to determine who could be considered a suitably qualified person to conduct interviews with local authority members to discuss their training and development needs as part of their annual review. This responsibility could be allocated to the DSC within the authority. In most cases, this may not be a question of naming individuals, but of describing a post or office holder, (but see paragraph 2.22 below). It would probably be neither suitable nor desirable for a single person to be made responsible for conducting all interviews.

2.18 Some local authorities already carry out various practices in relation to the review of the training and development needs of its members. Practices include group leaders conducting interviews with their members or interviews being conducted by the leader and

the executive members. Both these practices are perfectly acceptable methods of complying with the requirements of the Measure.

2.19 Authorities may prefer, however, to divest the duty with their human resources officers. If this is the preferred option, local authorities may consider making the Head of Democratic Services (HDS) responsible for co-operating with human resources officers for this part of their work. If the Head of Paid Service was selected as a suitably qualified person to conduct an interview it would not be expected that they would work under the supervision of the HDS.

2.20 Some authorities may prefer to hire external consultants or peers to conduct interviews, which is also acceptable. Local authorities are encouraged to appoint a Member Development Champion from amongst its councillors.

2.21 It is recommended that there should be no surprises in the system and that individual members know who they can expect to conduct their interview. Local authorities may wish to consider including an option in their arrangements for members to make a request to the HDS to arrange for a different person to conduct their interview if there is good reason for so doing.

2.22 Finally, authorities must ensure that anyone conducting an interview must themselves have received suitable training in how to do this and are advised to liaise with the WLGA to ensure the provision of this. Therefore, even if the authority has chosen to allocate the duty of conducting reviews to a post, rather than an individual, that post holder should have received the necessary training before conducting reviews.

#### **Executive Leader of the Local Authority**

2.23 Section 7 of the Measure does not apply to the executive leader (or elected mayor) of an authority. However, there may, of course, be occasions where the leader wishes to receive training or development and there is no suggestion that, by excluding them from the provisions of the Measure, they should not be able to receive training, nor, indeed, an annual review or an interview with a suitably qualified person.

# Criteria from the Wales Charter for Member Support and Development for Personal Development Review

Arrangements are in place for all members to be offered a Personal Development Review.	Charter	Advanced Charter
	<ul> <li>Personal support and development reviews which are:</li> <li>based on role descriptions</li> <li>contribute to personal development plans</li> <li>conducted by senior members or other deemed suitably qualified as set out in the Measur3e guidance</li> <li>are made available for all members and must be undertaken by members in receipt of a senior salary.</li> <li>They are conducted by senior members or others deemed suitably qualified as set out in the Measur set out set o</li></ul>	The majority of members, undertake PDRs regularly and at least annually According to the requirements set out in the first level. The PDR provides opportunities for members to identify the level at which development is required.

#### Example Framework Pro forma for a Personal Development Review.

Please complete this pro forma and bring it to the meeting, this form is confidential to you and the person who is conducting your review except for the final sheet which will be used by member support officers for your personal development plan and to prioritise activities for the Authority's training programme.

**1. What are my current roles and responsibilities?** (e.g. the council executive/cabinet portfolio, overview and scrutiny member, chair, member of a statutory committee such as planning, licensing etc. In the community, ward member/community leader)

2. What specific tasks to I need to achieve this year? What do I plan to do? By when?

3. What do I need to know about and be able to do to undertake my role and deliver my plans? (Your role description, person specification and the member development framework/ questionnaire may help you here)

4. What aspects of my role am I confident in?

5. Where am I less confident?

**4. What might prevent me from undertaking my role effectively?** (consider any personal, organisational or political issues which might be a barrier to success)

5. What learning and development have I undertaken this year?

6. What have I learned and been able to achieve as a result of this learning and development?

7. What additional learning and development would be useful, use the table below.

Areas that I would like to develop are:	<b>Preferred method of development</b> (e.g. visits to other authorities, peer networking, practical workshops, e learning etc.)
Skills (e.g. meeting management, questioning techniques, media interviews,	
Knowledge (e.g. the code of conduct, equalities, the planning process, local policy etc.)	

# My learning and development needs for this year (please discuss this section of your pro forma with your member support officer, it will be used to create development plans and training programmes)

Area for Development	How	Priority
example How to Chair scrutiny meetings effectively	<i>I`d like to observe meetings in other authorities A workshop on chairing skills would be handy I'd like to receive some written guidance for scrutiny chairs</i>	1
<i>example Understanding of the planning system to answer constituents enquiries</i>	A workshop on all the planning basics would be useful A meeting with planning officers on specific issues raised by people in my community about planning permission	3
<i>example</i> <i>Local Government</i> <i>Finance, how do I</i> <i>contribute to the budget</i> <i>setting process?</i>	I'd like to have discussions with finance officers and some mentoring from Cabinet member for Finance and Resources as this is an area I'd like to move into.	2
<i>example Training in the use of social media</i>	A meeting with someone who can explain how to use Twitter safely to publicise what I do and encourage the public to contact me.	4

## My evaluation of the training I have already received

Training undertaken	What difference has this made to the way I work as a member
example Council induction programme on the work of the council and who's who.	Has given me a good refresher of how the council operates which has enabled me to explain this to people attending my surgeries and know who the appropriate officers are to speak to. It also highlighted areas where I need further training.
example media skills training	Helped me represent the council more effectively at a radio interview last week
example attended the Leadership Academy	Helped me understand my own leadership style and how it differs from other I am now working more effectively with other Cabinet members I also had help on a personal leadership challenge.

# Example Guidance for Members Conducting Reviews (Interviewers)

Before conducting your review(s) you may find it useful to consider the following guidance:

#### **Purpose of the Review**

The purpose of your meeting will be to provide your interviewee with an opportunity to review their role generally, identify any specific tasks for the year ahead, consider the areas where they feel confident and identify areas where they will be more challenged and may need support and development. Their learning and development needs together with the usefulness or otherwise of previous development will then be fed back to member support officers to create development programmes.

#### Preparation

You may want to familiarise yourself with the role description of the person whose review you are conducting and consider some of the questions that you will ask to help the interviewee explore their role and needs. Although Member support and training officers will provide full information to all members, you may wish to re-familiarise yourself with the training, development and support that might be available to members in your authority. Your interviewee will contact you to plan a time and place convenient to you both where you can have a confidential undisturbed conversation. The meeting should take no longer than an hour and a half.

#### **Undertaking the Review**

Please remember that the conversation you have with your interviewee needs to be kept confidential to yourselves.

Your role is to help the interviewee consider his/her role/contribution, strengths/weaknesses and training needs. You should act as an objective sounding board in this exploration.

Your role is not to give your own feedback on the performance of your colleague.

Use the pro forma as a basis for your discussions

It is the responsibility of the interviewee to undertake any actions resulting from the conversation, keep any documentation and discuss any emerging development needs with member support officers

Any additional support required from the authority may also be identified and fed into the organisation as appropriate.

# **Guidance for Members Being Interviewed**

Before undertaking your review you may find it useful to consider the following guidance:

#### **Purpose of the Review**

The purpose of your meeting will be to provide you with an opportunity to review your role generally, consider any specific tasks for the year ahead, consider the areas where you feel confident and identify areas that you might find challenging and may need support and development. You will have an opportunity to identify learning and development needs which you will then be able to feed back to member support officers to organise development programmes. You can also review the usefulness of training that you have already received.

#### Preparation

Before your meeting you will need to complete the pro forma. This will help you to think about your role, specific tasks for this year and any support that you might need. You'll also find it useful to review your role description, person specification and the member development framework/questionnaire.

Make contact with your interviewer and plan a time and place convenient to you both where you can have a confidential undisturbed conversation.

#### Undertaking the Review

Please remember that the conversation you have with your interviewer needs to be kept confidential to yourselves.

Use the pro forma as a basis for your discussions

Your interviewer will help you consider your role/contribution, strengths/weaknesses and training needs. They will act as an objective sounding board in this conversation.

Their role is not to give their own feedback on your performance.

Please note that it is your responsibility to undertake any actions resulting from the conversation, keep any documentation and discuss any emerging development needs with member support officers.

Any additional support required from the authority may also be identified and fed into the organisation as appropriate.

# Development for members and officers undertaking reviews

Authorities might want to consider the following when providing development for members/officers undertaking reviews

- 1. Provide training only when the approach and methodology has been developed by the authority
- 2. Work with HR and training professionals to identify some aspects of good practice when undertaking reviews bearing in mind the differences between member PDR and staff performance review
- 3. Work with members individually to identify their requirements for development based on previous experience and levels of confidence.
- 4. Provide support throughout the process so that members and/or officers have continuing guidance if they need it and opportunities to reflect on how it went

The following might be considered as learning outcomes for the training for members

- Members understand the reasons for implementing PDR, the approach taken by the authority and the details of the scheme
- Members fully understand their role and responsibilities as an interviewer
- Members are able to employ interpersonal questioning and listening skills to facilitate the interview and best support the interviewee
- Members are aware of some of the pitfalls inherent in the interview process
- Members are able to identify any further development needs to help them undertake the interviews

The following might be considered as learning outcomes for the training for officers

- Officers understand the reasons for implementing PDR, the approach taken by the authority and the details of the scheme
- Officers appreciate the difference between Member PDR and the staff appraisal process
- Officers have an understanding of the role of members and the skills/knowledge behaviours required to undertake it
- Officers fully understand their role and responsibilities as an interviewer

- Officers are able to employ interpersonal questioning and listening skills to facilitate the interview and best support the interviewee
- Officers are aware of some of the pitfalls inherent in the interview process
- Officers are able to identify any further development needs to help them undertake the interviews

# Local Authority Approaches, please contact the authorities for further information

# Rhondda Cynon Taf County Borough Council

The Development review process aims to assist members in identifying key strengths and achievements during each 12 month period and identify areas where they wish to receive additional support or development.

- **1.** Members in receipt of an SRA complete individual review forms requiring them to:
  - Outline the key responsibilities of their role
  - Consider their current performance, key achievements, skills and knowledge
  - Outline the learning and development they have undertaken in the last year and
  - Consider what additional skills or knowledge they would like to develop
- **2.** Members attend a Development Review meeting with the Senior Member nominated to undertake the review consisting of:
  - A review of the information provided by each member in their individual review questionnaire
  - A discussion on support and development needs
  - Formulation of an action plan to address support and development needs

**3.** A copy of each individual action plan is collated and returned to Human Resources to inform the training and development programme implemented following the review process.

#### **Brecon Beacons National Park Authority**

The Authority agreed a policy and pro forma for Personal Development Interviews in October 2008 as part of its work towards the Wales Charter for Member Support and Development. The first PDIs were carried out in January/February 2009 by the Chairmen of the Authority, the Planning, Access and Rights of Way Committee and the Audit and Scrutiny Committee. The Chairman of the Authority had a PDI with the Chairman of Snowdonia National Park Authority which was reciprocated later in the year. These members received a briefing pack with role descriptions, attendance records, the PDI policy and form, and briefing notes as to how to conduct the interview. They also had a briefing session with the HR Manager, Democratic Services Manager and Member Champion for Member Development.

In the PDIs Members were asked to focus on their roles, the induction programme and the subsequent development they had received, and were encouraged to identify any gaps, and areas in which they wished to develop in the coming year. All members agreed to have PDIs which added real value to the process. Any training needs were passed to the Democratic Services Manager and used to produce a Training Needs Analysis to inform the Member Development Programme for the following year. The PDIs were deemed very useful by members but also for the three Chairman who had the opportunity to spend dedicated time with members. The wider governance issues arising from the PDIs were collated and debated at a workshop later in the year, at the request of the three Chairmen.

The ongoing PDI process and supporting documentation has evolved over the last three years to meet members' needs as they move through their period of office. In particular we have developed different versions of the pro-formas for new members and those at a later stage in their term of office, so that induction can be specifically reviewed as well as ongoing development and support for more experience members. Members, while appreciating the offer of a PDI, have latterly opted for a 'light touch' approach which may simply be a short conversation or telephone call with the Member Champion or Chairman. One or two members felt that they were confident and supported in their roles and did not require further support at that stage. This flexible approach has enabled the process to be maintained and matured, and it is now regarded as 'the way we do things' rather than something additional.

# **Torfaen County Borough Council**

To ensure Torfaen Members' PDRs are up to date and relevant they are conducted annually by the Member Development Officer. A one to one interview with every member is arranged to discuss informally and confidentially their individual training and development needs. A pro-forma is copied to the Member before the meeting and then discussed and completed during the meeting. The pro-forma questions are varied and include background information relating to work experience and previous training as well aspirations and needs of the community.

During the interview Members are encouraged to identify their own training and development needs in relation to their roles within the authority, aspirations and community needs. The officer provides advice and makes suggestions on topics that are likely to benefit the Member in light of their role/portfolio within Torfaen. During the meeting the officer completes the pro-forma (previously circulated to the Member) and following the meeting a completed copy of the pro-forma is sent to the Member for further consideration and final sign-off. A list of training needs is formulated from the information using the pro-forma which will be used to determine future training programmes. The information identified i.e. training requests, are recorded on a 'Training Needs Analysis' spread sheet maintained by the Member Development Officer. The 'Training Needs Analysis' will assist the Member Development Officer to determine which training sessions should be given immediate priority and is useful for planning future sessions. All members are informed by the Member Development Officer of upcoming training and development opportunities - and when an individual member has requested training in something specific, we make an extra special effort to let that individual know (and encourage them to attend) when that specific training, which they requested, is arranged.

To date the approach taken in Torfaen is relatively light touch in that Members are encouraged and assisted to identify any additional support and development in a one-one interview that has been arranged on a date and time convenient to the Member. Members are comfortable with the approach which was developed as part of the work towards the Wales Charter for Member Support and Development. So far, the PDRs have been successfully conducted with all Members participating.