CARDIFF COUNCIL
CYNGOR CAERDYDD

DEMOCRATIC SERVICES COMMITTEE: **5ᵗʰ February 2014**

AGENDA ITEM: 7

MEMBER DEVELOPMENT STRATEGY FOR CARDFF

REPORT OF THE COUNTY CLERK AND MONITORING OFFICER

Reason for this Report

1.   To update the Committee on the development of new Member Development Strategy for Cardiff Council.

Background

2.   The Democratic Services Committee has established a Task and Finish Group with a remit of Member Development. One of the key tasks of this Group is to develop a new Member Development Strategy. This Strategy will which will provide the framework for ensuring Members are provided with a full range of development opportunities to enable them to effectively carry out their many roles as Community Leaders and representatives of the Council.

3.   The Task and Finish Group have developed a draft Strategy (Appendix A) informed by the recent Member Survey.

4.   The Member Development Strategy is one of the key elements required for the Authority to achieve the Wales Charter for Member Support and Development.

Legal Implications

5.   The relevant requirements of the Local Government (Wales) Measure 2011 are referred to in the body of this report. There are no other direct legal implications arising from the content of this report.

Financial Implications

6.   There are no direct financial implications arising from this report with any costs associated with development and support being met from existing resources.

Recommendation

It is recommended that the Committee agrees to adopt the draft Strategy and delegates to the County Clerk & Monitoring Officer in consultation with the Chair of the Committee to finalise an appropriate design.

MARIE ROSENTHAL
COUNTY CLERK AND MONITORING OFFICER
DEMOCRATIC SERVICES

The following Appendix is attached:

Appendix 1: Draft Member Development Strategy for Cardiff

A MEMBER DEVELOPMENT STRATEGY FOR CARDIFF DECEMBER 2013

Providing Members with Development opportunities to enable them to effectively undertake their wide range of roles to the highest standards

Introduction

The welsh local government landscape is changing at a tremendous rate. While the current and immediate future economic conditions are placing an immense strain on councillors, officers and the services that are provided: legal requirements from Welsh and UK government and local initiatives to find new ways of working and increase efficiency and effectiveness, are making it more important than ever for elected members to take the lead and help shape the future of local communities.

Councillors by their very nature have strong leadership instincts and must continuously develop those skills to ensure they are able to meet the challenges, opportunities and risks that come with public office. Developing new leadership and other skills to meet this challenge is vital and it is through shared learning that Councillors can and will maximise the opportunity to provide genuine local leadership.

This Strategy sets out the objectives of member development at Cardiff Council and how the Council will support its delivery to all Councillors

January 2014

Contents

Why Do We Need a Member Development Strategy?

We need a Member Development Strategy to enable Members to fulfil their varied roles. These roles are wide ranging, encompassing community leadership, executive decision making, overview and scrutiny, representing the Council and much more. Some of these roles revolve around generic leadership, while others are technical and specialised.

We need a strategy to identify, agree and deliver our development needs, and to ensure the relevance and quality of that delivery.

Our Strategy will be a key building block towards achieving levels of the Welsh Local Government Associations Member Development Charter.

We need a strategy to fulfil this organisation's vision and meet the aspirations of our citizens.

We need a strategy to carry out our statutory responsibilities, to show leading practice and fully own our status as a world class quality of life capital city for Wales.

Who Is This Strategy For?

An obvious short answer to this question is "Members". But considering the question in more depth, you can see that there will be numerous beneficiaries – for instance:

* **ALL Members** – regardless of their role, political affiliation or the area of Cardiff they represent.

* **The citizens of Cardiff** – who will gain from their representatives having access to relevant and appropriate skills and knowledge development.

* **Vulnerable communities** – as Cardiff navigates through exceptional financial challenges, highly skilled Membership will help us make the right choices to ensure the resilience and sustainability of our communities.

* **Managers** – confident that Members can gain expertise in their roles, and provide excellence in leading the organisation.

* **Regulators** – supported by Councillors fully understanding the numerous aspects of compliance and governance our Council is tasked to deliver.

* **The Council's Democratic Services Committee** – whose statutory role is to provide adequate support and development to the Council's Membership.

* **The People of Wales** – as a skilled Membership will enable Cardiff to provide support and leadership in steering this nation towards economic success and quality of life.

The Principles Driving Our Strategy

Our Strategy will be:

POLICY DRIVEN
* Securing the needs of communities and of Cardiff
* Delivering organisational priorities
* Securing excellent governance and performance

MEMBER LED
* Member visioned
* Member steered
* Member reviewed

PROFESSIONALLY MANAGED
* Appropriately resourced
* Clear planning, delivery, communication, reporting and evaluation.

Any activities delivered as a result of this strategy will seek to be:

* Built around Member needs and availability
* Varied – in their purpose, topic, delivery and provider
* Proportionate to what Members need, and want
* Delivered within available resources
* Rigorously evaluated.

Details of how we will deliver these principles are contained at **Appendix 1** of this document.

How Will Our Strategy Be Developed?

Our Strategy will be shaped by numerous stakeholders.

Members will be canvassed on their development and knowledge priorities, and asked when, where and how they would best be able to engage with development activities. This process will be supported by annual one to one Development Reviews.

Council managers, specialist officers, regulatory and advisory bodies and local communities will all be asked to advise on issues that Members need to understand.

From this, a development framework will emerge, and development activities will take place.

It will be important to effectively co-ordinate and review these activities. A Steering Group led by Democratic Services Committee will be advised by Members and by experts in this field.

The Steering Group will :

- Ensure that all new members will receive a comprehensive induction programme
- Identify the development needs of members
- Provide direction and guidance to officers in respect of all member development issues
- Promote best practice amongst all members
- Encourage participation at member development session

- Develop the member Development Strategy to ensure that it remains fit for purpose
- Support the council's commitment to the WLGA Charter

Continuous evaluation of the framework will ensure the continued impact and relevance of activities undertaken.

Details of how this will be achieved are contained at **Appendix 1** of this document.

Officer Support

The County Clerk will be responsible for member development, she will:

- Provide dedicated officer support for all member development activities
- Ensure that all members are made aware of all development opportunities
- Devise and deliver a comprehensive induction programme for all new members
- Deliver a comprehensive annual development programme for all members
- Proved administrative support and evaluation of members ' needs
- Ensure that Personal development planning (PDP) with members is available
- Advise and support the Steering group

For Further Information

Please contact:

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Appendix 1
A visual representation of the Member Development Strategy

WHY?
* Corporate Plan
* LG (Wales) Measure 2011
* WLGA Member Charter
* Meeting citizen needs
* Meeting Member aspirations

WHAT?
* Core development vs specialist development
* Structured development vs ad Hoc development

WHEN?
* Timings tailored to Member availability
* Specific trigger points in annual policy cycle
* Induction following Council elections / by elections

WHERE?
* Group learning
* Individual learning

HOW?
* Driven from training needs assessment
* Blended learning
* Member provided

* Council officer provided
* External / specialist provided

HOW MUCH?
* To suit Members' needs and wishes
* Within available resources

WHO?
* Involving all Members
* Steering by a Co-ordinating Group of Members
* Co-ordinated by officers from Democratic Services
* Supported by officers from service areas and the communities of Cardiff
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PRINCIPLES OF EVALUATION

WHAT DID WE DO?
* Number of activities / learning units / Members
* Range and type of activities

HOW WELL DID WE DO IT?
* Member satisfaction
* Trainer / provider satisfaction
* Skills / abilities developed

IS ANYONE BETTER OFF AS A RESULT?
* Improved Member skills, abilities and capabilities
* Improved Council administration
* Improved Council services and outcomes for citizens

DETAILS OF EVALUATION

IMMEDIATE
* Member 'smiley sheet'
* Verbal feedback

MEDIUM TERM
* Annual Training Needs Analysis
* Periodic Survey of Member skills
* Periodic Survey of Member satisfaction
* Periodic benchmarking with other authorities

LONG TERM
* Peer analysis of quality of Member skills in Cardiff.

Appendix 2
Duties placed on Cardiff Council by the Local Government (Wales) Measure 2011

The Local Government (Wales) Measure[1] 2011 details the requirements placed on local authorities to provide adequate levels of Member support and development. It states:

Training and development of members of a local authority

(1) A local authority must secure the provision of reasonable training and development opportunities for its members.

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

(3) 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.

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

(5) 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.

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[1] Part 1, Chapter 1, Section 7 of the Measure - http://www.legislation.gov.uk/mwa/2011/4/section/7/enacted

Appendix 3
Criteria for a Member Development Strategy set out under the Wales Charter for Member Support and Development

Under criteria set out for the Wales Charter for Member Support and Development, our strategy must "set out the approach that the authority and the Democratic Services Committee takes to member development, including

- A commitment to, and methodology for, undertaking development needs analyses through a PDR scheme, or TNA for those members not requesting a PDR, which identifies the local and national, collective and individual development needs of all members

- A commitment to, and methodology for, developing members according to the needs of the organisation

- A commitment to, and methodology for, creating personal development plans for all members

- A methodology for responding to the development needs of members identified in their Personal Support and Development Reviews or Training Needs Analyses."