



MEMBER DEVELOPMENT STEERING GROUP

A G E N D A

**7.30pm Wednesday 13 June 2012
Dacorum Room, Civic Centre, Hemel Hempstead**

Councillors Conway, Flint, Guest, Hearn, Rance, Taylor and Wixted

- 1. Appointment of a Chairman**
Members are asked to elect a Chairman for 2012/13.
- 2. Apologies for absence**
- 3. Minutes**
Members are asked to agree the minutes of the meeting held on 1 March 2012 (page 2).
- 4. Evaluation Feedback**
Members are asked to consider and comment on the feedback from previous development sessions (page 8).
- 5. Quarterly Budget Update**
Members to note and comment on the year end budget for 2011/12 and the current budget for 2012/13 (page 9)
- 6. Annual Training Report**
Members are asked to comment on the report (page 12)
- 7. PDP/360 degree outcome**
Members are asked to consider the report from Derek Lamb, the summary of initial training needs identified, preferred method and time of delivery and 360 feedback (Page 18)
- 8. Member Development Programme**
Members are asked to note the current programme. (page 24)
- 9. Member Charter Plus**
Officers will give a verbal update at the meeting.
- 10. Results of Low Attendance Questionnaire**
Members are asked to note and comment on the results (page 26)
- 11. Member Development Strategy**
Members are asked to agree the final revised strategy. (Attached separately)
- 12. MDSG Work Programme**
Members to discuss and agree a work programme (page 28)
- 13. Next Meetings**
The meetings for the 2012/13 municipal year are:
Wednesday 5 September 2012
Tuesday 4 December 2012
Tuesday 19 March 2013

MINUTES

MEMBER DEVELOPMENT STEERING GROUP

1 MARCH 2012

Present:

Councillors: Flint
Guest
Rance
Taylor
Wixted

Officers: Michelle Anderson Corporate Support Team Leader
(Democracy)
Jim Doyle Group Manager, Democratic Services

The meeting began at 7.30pm

1. APOLOGIES FOR ABSENCE

Apologies were received on behalf of Councillors Conway and Hearn.

2. MINUTES

The minutes of the meeting held on 13 December 2011 were agreed by the members present.

3. EVALUATION FEEDBACK

The item was introduced by M Anderson who began with the success of the Environmental Management briefing, held prior to council on 11 January 2012. This was a successful event and there was a good attendance. In addition it had highlighted a common weakness regarding provision of slides/handouts prior to the training session. It was suggested that an effort be made to provide these prior to each event.

Councillor Taylor pointed out that sometimes the facilitator did not always collect the evaluation forms to return to Member Support. He suggested a 'Tips for facilitators' paper giving instructions; including advice on collecting assessment forms. Councillor Rance suggested putting a tray in the training venue in which to deposit the forms at the end of the session.

Councillor Guest then moved on to issues arising from the timing of Member Development Sessions, particularly the difficulties posed for those members who were employed, getting to early evening development sessions. Councillor Taylor pointed out that there had been requests from some members that training be held prior to evening meetings. This way it would not always add an additional evening to their schedule. To address this it was proposed that we continued to consider the various alternatives for delivery of training, including different start times.

Councillor Guest next raised the matter of making clear the course content and the desired outcomes, in order to manage member expectations. As an example she gave Member

training with the Gazette reporter, where members expected a session on how to act with reporters, not a session by a reporter on what they expected from Members. She stressed that we should ensure that members understood what the session was expected to deliver.

The group then considered the training held on 22 February 2012 on 'Managing Self Financing debt'. There was a good deal of positive feedback on this session; once again attention was drawn to the need to make the background training materials available in as many formats as possible, prior to the session.

Cllr Rance felt the session would have benefited from a discussion on rents issues and the increases in line with what government dictates as part of the DBC Business Plan. Councillor Taylor led a short discussion on new rents regimes and different models for dealing with the 30 year debt.

The group agreed that it would be beneficial for this training to be rolled out to the Tenants and Leaseholders group and a further session for the Housing and Community OSC.

Councillor Flint noted that she and Councillor White had attended a training session on 'Self Financing' with the Corporate Director of Finance & Governance. She also noted that she had met with the Assistant Director of Housing Landlord and the Corporate Director of Finance & Governance to look at the Business Plan.

Outcomes

1. That presenters/facilitators be encouraged to provide slides/handouts a couple of days before the event.
2. That a tray be provided to facilitators to collect the completed evaluation forms at the end of each training session.
3. Roll out Managing Self financing Debt presentation to the Tenants and Leaseholders group and a further session for the Housing and Community OSC.

4. MEMBER DEVELOPMENT PROGRAMME

M Anderson advised that there were to be four pre-council sessions which were yet to be populated with subject areas. She explained that the Standards training may have to be an extra session, arranged at short notice. S Baker would advise on this. Localism training was also being arranged and hoped it could be joint training with other authorities in Hertfordshire. A large session would be planned for Scrutiny. The aim was to make this an important event which would involve co-ordination with the O&S Chairs/Vice-Chairs group and other authorities.

M Anderson noted that specific topic areas would be included in the Scrutiny training. The OSC Chairs/Vice Chairs group had already been asked for suggestions, which included Public Speaking, Questioning Techniques, Leadership, Debating and Challenging techniques. The group were asked for any additional areas.

Councillor Flint suggested training around keeping an Audit trail of reports at OSC meetings and when they should be followed up and reported back to the committee.

J Doyle added that the Corporate Director for Performance, Improvement and Transformation, had supplied details of an external training provider for OSC who would combine it with an Audit Review of O&S. The MDSG fully supported this suggestion. Details would be passed onto the group once officers had considered this option in more detail.

The group discussed the Emergency Planning session in April 2012, to be led by Jenny Young, Emergency Plan Officer and suggested that in future it would be helpful to include full officer job titles in the new programme.

Outcome

1. Job titles of the trainers/facilitators of future development sessions to be added to the Member Development Programme, and to note if they were Internal/External.
2. Details of External providers for O&S training would be sent to the group after Officer consideration.

5. QUARTERLY BUDGET UPDATE

M Anderson detailed the various items in the budget, which had been almost completely utilised. There was still £4,000 outstanding committed to D Lamb for the Personal Development Plan work he was carrying out, after which only around £200 would remain. M Anderson felt this had been achieved with the help of regular monitoring at the MDSG meetings.

Particularly pleasing had been the contribution to the budget of around £2,000 income from outside participants on courses organised by DBC. This was a great achievement and we hoped to match this next year.

It was requested that '£' signs be added into the budget spreadsheet.

Outcome

The MDSG noted that the Budget for 2011/12 was on target.

6. VOLUME OF EMAILS SURVEY RESULTS

M Anderson reported that there had been 31 responses to the survey circulated at the previous Full Council meeting. This was a great achievement as many members took the survey away and returned at a later date. The general consensus was that everyone was content to continue to receive training and Member Development information by e-mail.

It was suggested and the merits debated, that Adverts for Member Development events be placed as a hard copy in Member pigeon-holes to re-enforce attendance.

Councillor Guest accepted much of what was said and suggested we attempted to pursue the use of electronic communication as the primary accepted means of communication, backed up by as many other means as felt practical.

Outcome

1. That hard copy flier's, promoting future Member Development events are placed in Member pigeon-holes to encourage attendance.

7. PDP/360 DEGREE FEEDBACK UPDATE

The group considered progress in producing Personal Development Plans with each member which was currently underway.

M Anderson updated the group on progress with the 360° feedback trial. Originally 10 people were selected; of these only two continued with the scheme, therefore four alternative Councillors were selected and added. In addition, there were some initial technical difficulties with the software but these have been resolved.

With regards to the PDPs, currently only 50% of the initial forms had been returned. This was less than the response at this point last time. Councillors were urged to return the forms, and if they did not want to take part in the process, to state this on the form. MDSG members were asked to encourage their colleagues to return the form and if they required a new one, to contact D Lamb or Member Support. D Lamb was to start scheduling interviews in the next week, with a view to completing them by April. The intention was to produce a summary report back to this group by June.

Councillor Guest enquired if she would be notified when her contributors had all responded to her 360 degree feedback questionnaire. M Anderson informed her that she would be able to access her final report, once at least three people had responded. It was noted that staff in Member Support did not have access to any information provided.

Outcome

That the results of the PDP programme be reported back to this group at its June meeting.

8. DRAFT MEMBER DEVELOPMENT STRATEGY

A Member Development Strategy had been produced as part of attaining the Member Development Charter in 2010. This strategy ends in 2012 so it was time to produce a new one as part of Member Charter Plus. Work had commenced on the parts of the strategy which could be carried out by officers but the MDSG comments were sought, prior to when the document goes to Finance and Resources OSC in June, for consideration of Cabinet in July and then adoption by Council in September. M Anderson had met with the Leader of the council and had added a few sections into the document, since it had been circulated to the MDSG. M Anderson highlighted the additional sections in the revised Strategy.

Councillor Taylor pointed out that this strategy had been generated much easier this time as they had a precedent to follow and was a tremendous document.

Councillor Rance returned to the Training Budget, and the monitoring of personal training. She was concerned that identifying who had undertaken certain training could lead to councillors being cautious about what training they request to go on in case they revealed a perceived weakness. She suggested not identifying the councillor doing the training. Councillor Wixted suggested that records should avoid identifying personalities doing particular subjects but instead should identify the course and the number of people who attended, not the person.

Outcome

That course records identify the course being undertaken and the number taking up the opportunity without identifying the councillors involved.

9. CHARTER PLUS ACTION PLAN

M Anderson advised the group that it was intended to request commitment to the Member Charter Plus by Full Council in July 2012. As stated earlier, officers had already commenced their elements of the Action plan.

M Anderson highlighted various sections of the plan that would require the input of this group and the Councillors in general:

- Page 5, 1.3 – ‘*Statistical Evidence of Cultural & Personal circumstances*’. This was difficult to produce evidence.

Councillor Taylor noted that work with Community Action Dacorum (CAD) could be incorporated, who recently achieved ‘Investors in Diversity’.

Members were asked for suggestions to be included in the next Member Development Newsletter. They suggested:

- Performance Indicator achieved.
 - Anonymous initiative – Names not publicised when attended courses
 - Work of the steering group
 - Quote from the MDSG Chairman
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- Page 7, 2.2 – ‘*Councillor Roles and evidence to support partnership work*’.

Members suggested that S Collins is contacted as well as D Gill.

Councillor M Flint suggested contacting the Federation of community centres.

- Page 9, 2.5 – ‘*Explicit all Committee Learning & Development plans that feed into Corporate Plan*’

Councillor Wixted suggested recording the sessions so Councillors could watch them from home. Producing CDs and placing on the website was also suggested, encouraging e-learning.

- Page 10, 2.6 – ‘*Development opportunities are promoted and take into account access requirements.*’ A mini questionnaire would be sent to those who had not attended any/minimal training in the past year, in an attempt to identify any issues.
- Page 12, 2.9 – ‘*Structured Induction process for all councillors.*’ The ‘Becoming a Councillor’ webpage would be updated.

Work for this criteria would also entail Pre-election briefings for candidates to be provided by the Group Manager – Democratic Services.

- Page 15, 3.1 – ‘*Councillors learn & develop effectively*’.

Councillor Wixted felt that it would be good to publicise good feedback of training successes and how Councillors have benefited from it. This may encourage attendance at a future event.

- Page 21, 4.4 – ‘*Councillors are a source of knowledge and share their perspectives and learning*’.

Councillor Guest felt that this could be done through Political groups. She felt her colleagues would act in a 'disseminating' role ensuring that knowledge was shared throughout the group. There would be a difficulty in providing the evidence that advocacy training, formed part of the Political Group meetings. There was then a discussion on how the other political groups trained their members and shared their expertise.

Councillors Rance and Flint agreed to consult their groups on how the training was benefiting them. Councillor Rance felt that evidence of training could be found in the form of development which was undertaken as part of their community role; participating in political groups, training from their parties and LGA courses.

M Anderson said she would email a list of issues within the Charter Plus Action Plan, which required further input and consideration by the group.

Councillor Rance requested that an 'Acronym Glossary' be included in all committee reports to help Members. The MDSG supported this request.

Outcome

1. That the various areas identified as possible sources of alternative and diverse means of training be further investigated with a view to inclusion in the Action plan.
2. Member Support to investigate the possibility of including an acronym glossary in every Committee report.

10. MDSG WORK PROGRAMME

M Anderson brought members attention to the current Work Programme and explained that it would be populated by the Member Chart Plus Action Plan.

11. NEXT MEETING

The next meeting will be held on 13 June 2012 at 7.30pm.

The meeting ended at 9.00 pm

Emergency Planning 18/04/12

FEEDBACK ON TRAINING & DEVELOPMENT

Attended: 17

Returned Feedback forms: 14

- **Objectives:** provide an understanding of Emergency Planning;
- be able to give examples of events that might occur;
- be able to briefly outline arrangements within Hertfordshire including other agencies;
- have an awareness of Dacorum Borough Council's involvement;
- have a detailed understanding of Member roles in an emergency;
- provisions for the Olympic period

STRENGTHS

- Very interesting, it all went well
- Good information, easy to understand and remember
- Very well presented, very clear, learned about gold, silver, bronze levels of command. Didn't realise police/fire took the lead
- An excellent presentation and I understand why the 2004 Act was introduced and the need for having procedures and the various organisations involved
- Went very well. How as a Councillor I would assist in an event
- The presenter. Well delivered and easily understood. A big thank you to Paula for a most enlightening presentation
- Well presented, covered most important issues
- Well timed, very informative, well paced
- Well structured and well presented, right level of depth
- The whole presentation was very good. Learned an awful lot. Presenter and presentation excellent
- Very informative
- All
- Very informative and comprehensive
- Excellent presentation, good detail

WEAKNESSES

- It could be a little slower but we were pushed for time
- None x 9

OPPORTUNITIES

- I should have looked up local plans before coming. I trust the guidance book will give us lead phone numbers etc.
- Looking forward to receiving hard copies of the slides
- Copies of slides to all attendees. Copy of DBC emergency plan to all members, both by email.
- One of the best training sessions we have had
- Include link to DBC's emergency plan as this was most important as part of the presentation
- None x 13

TRAINING SCORE

Poor	
Adequate	
Good	
Very good	3
Excellent	11

30/05/2012

End of Year report 2011-2012

Main Heading	Budget	Sub Heading	Spend	Remaining
<i>Training Course fees</i>	£ 16,600.00			£ 16,600.00
		Local Government Information Association - Chairing Skills course at DBC	£ 723.70	£ 15,876.30
		East of England Local Government Training - Community Engagement- 1 Councillor	£ 250.00	£ 15,626.30
		Tour - Refreshments Little Hay	£ 37.50	£ 15,588.80
		LGA Conference (x3 delegate booking)	£ 1,558.75	£ 14,030.05
		Lunch - Induction day 24 May 2011	£ 120.00	£ 13,910.05
		Lunch - Chairing Skills course - 13 June.	£ 45.00	£ 13,865.05
		Licensing - Three Rivers	£ 333.00	£ 13,532.05
		Derek Lamb - Effective Scrutiny	£ 367.00	£ 13,165.05
		Mayor training 1 Councillor	£ 125.00	£ 13,040.05
		Rural Conference 1 Councillor	£ 229.00	£ 12,811.05
		Lean Government Conference 1 Councillor	£ 295.00	£ 12,516.05
		CIPFA - Accounts training Sept 2011	£ 1,722.11	£ 10,793.94
		Self Financing training July 2011 ('Sector')	£ 1,500.00	£ 9,293.94
		Self Financing training July 2011 ('Consult CIH')	£ 1,000.00	£ 8,293.94
		Self Financing training July 2011 ('Consult CIH')	£ 124.70	£ 8,169.24
		South East Employers - Members Skills Portal	£ 995.00	£ 7,174.24

		Derek Lamb - PDP Preparation	£ 744.90	£ 2,234.34
		Government Knowledge Event 1 Councillor	£ 175.00	£ 6,999.24
		Derek Lamb - PDP process	£ 4,020.00	£ 2,979.24
OVERALL TOTALS:	£ 16,600.00		£ 14,365.66	£ 2,234.34

NB: Underspend = £1500 was originally put aside for the LGA conference 2012. However this was not paid in 2011/2012 budget.

Notes: Chairing Skills Income breakdown (RECEIVED): North Herts £50 Three Rivers £150	£ 200.00
Notes: Final Accounts Training Income breakdown (RECEIVED):	£ 850.00
£500 from Stevenage	
£50 from Watford	
£150 from Welwyn Hatfield	
£100 from Three Rivers (Cllrs)	
£50 from Three Rivers (officer)	
Income from Self Financing Course - (RECEIVED)	£ 100.00
TOTAL INCOME RECEIVED	£ 2,050.00

Budget 2012/13 report as at 30/05/2012

Main Heading	Budget	Sub Heading	Spend	Remaining
<i>Training Course fees</i>	£ 11,000.00			£ 11,000.00
		LGA conference - 3 Councillors	£ 1,485.00	£ 9,515.00
		Hertfordshire Housing Conference 1 Councillor	£ 120.00	£ 9,395.00
		RTPI East of England Branch (Localism & Planning Conference -1 Councillor)	£ 100.00	£ 9,295.00
		CIPFA Cllrs Guide to Local Government Finance	£ 270.00	£ 9,025.00
		CIPFA Cllrs Guide to Local Government Finance	£ 50.00	£ 8,975.00
OVERALL TOTALS:	£ 11,000.00		£ 2,025.00	£ 8,975.00

Report for:	Member Development Steering Group
Date of meeting:	13 June 2012
PART:	1
If Part II, reason:	

Title of report:	Annual Member Training Report
Contact:	M Anderson, Corporate Support Team Leader (Democracy) Councillor Taylor Chairman of the Member Development Steering Group
Purpose of report:	(1) To provide an update on Member Training for 2011/12 (2) To illustrate the ongoing commitment to delivering Member Development
Recommendations	(1) To comment on and note the report.

Background

- 1.1 Dacorum Borough Council (DBC) has always strived to provide training for its elected members. An annual development programme has been produced and delivered.

The cross party Member Development Steering Group, continues to meet quarterly and leads Member Development at the Council. It is supported by Michelle Anderson and Lucy Stone.

- 1.2 As part of the Chief Executive's priorities identified for 2009/10, it was decided that DBC would aim to achieve Elected Member Charter Status. The Council achieved this status in December 2010 and has continued to show commitment to this.
- 1.3 The Member Charter is a statement of commitment to develop and support elected members. The processes put in place to achieve the Charter have helped the Council adopt a structured approach to councillor development and to build elected member capacity. This is particularly important given the ever changing skills and competencies essential to fulfil the requirements of office.

The Charter has four key objectives:

1. Commitment to Councillor Development
2. Strategic approach to Councillor Development
3. Learning and Development is effective in building capacity
4. Supporting Councillors

2. Continuous Improvement and Direction of Travel

2.1 Following the Charter assessment, DBC were issued with details on Continuous Improvement and Direction of Travel, which included:

- Plans for Member Mentors to be offered to new Councillors following the May 2011 elections. It would be helpful to the identified Mentors to receive training on mentoring prior to the elections.

This was addressed following the Elections in May 2011. It was difficult to identify Mentors prior to the election as it was a Borough election. The Member Development Steering Group (MDSG) decided that the mentor scheme would be coordinated and implemented through the political groups. 10 months on, newly elected councillors were asked for feedback on the scheme. Only 2 responses were received noting that the scheme needed to be improved.

The Portfolio Holder is keen to review the mentoring scheme prior to the next elections.

- Some work has started on joint training with other local District Councils across Hertfordshire and this could be progressed further in the future.

Further joint training has been held with local authorities and the Hertfordshire Member Development Network group have agreed to advertise all relevant training sessions to each other when spaces are still available. There is a standard charge for attending the course if they are being run by an external provider. This process is working well.

- The current development programme uses traditional learning techniques which are what some Members prefer. However, the assessment team felt that different learning styles could be offered particularly around e-learning for Councillors who find it difficult to attend training sessions.

Alternative methods of learning have been explored and it was evident that the MDSG did not feel it to be worthwhile purchasing an E-Learning system as the take up would be poor. Officers have, however, met with the Learning and Development officers and have now offered the E-Learning facility available to staff to Councillors as well. Usage of this will be encouraged and monitored.

Briefings prior to Full Council have been introduced to save Councillors attending a further evening appointment. These have proven to be popular and some further training events from some of the topic areas has been requested.

- The assessment team discussed the possibility of 360° appraisals which could be linked to the political skills framework. It was felt by some of the Members we spoke to that this would fit in with the culture of Member development at the Council, particularly as PDPs become more established.

The Member Skills Portal was provided by South East Employers (the organisation which runs Member Development Charter), which was tailored to DBC needs. The self assessment, which was carried out by individual members consisted of questions around the Political Skills Framework. Once completed, colleagues, officers and community members were then invited to provide feedback on the individual, answering the same questions.

360 ° feedback was carried out between January – March 2012 as part of a Pilot scheme and ran alongside the Personal Development Plan (PDP) process. Initially, 10 Councillors agreed to take part in this process, of those 10, only 6 logged in and used the facility.

Once all feedback had been received, a report was available to the individual to highlight areas they excel and suggestions for improvement. In the areas for development, they were also provided with a list of suggested courses to attend.

Those who took part in the trial were asked for their feedback. The feedback received was very similar in that it was thought to provide useful results but was too lengthy to complete. Participants also felt that it was difficult to get people to respond. When asked if they would recommend that the trial be rolled out to all Councillors, the general response was that it would only be useful for Cabinet Members. A further problem identified was all 6 of those involved in the trial asked the Leader to provide feedback. This would become a problem if 42 Councillors asked the same people to provide feedback.

It is not anticipated that the 360 ° feedback will be offered again in this form. Cabinet Members are involved in Facet 5, and this seems to be the popular option. The issue of succession planning will still need to be addressed.

Member Development Officers will be provided with an overall list of development areas, which will be incorporated in the discussions when setting the training programme for the following year.

Personal Development Plans were also carried out. The Member Development Steering Group chose Derek Lamb from Exeter House Development & Training Ltd to carry these out, and great results were achieved.

All 51 Members were asked to complete a self assessment checklist, which was based on the Council's High Performance Environment, used by Officers. 38 Councillors completed and returned this form and a further 8 were interviewed without having returned the checklist. Therefore a total of 46 interviews and Personal Development Plans were produced, representing 92% completion rate. 4 Councillors chose to opt out of the PDP process and one councillor resigned during the process. All interviews were conducted by phone; only two members stated that they would prefer a face to face interview.

Those who took part in the 360 pilot were also able to use their findings report as part of their interview with Derek Lamb.

The feedback from Derek Lamb was as follows: *'Although responses were similar in number to 2009-10, both Member Support and Exeter House agree that there was less enthusiasm this time. In short, it was harder work to secure the return of checklists and approval of the final reports. Barely a quarter of members returned their checklist by the deadline. Despite a constant round of emails, phone calls and reminders in the members' newsletter, only 40 had responded by 1 May.*

Securing member agreement to the accuracy of their development report was equally drawn out; seven interviews were carried out without the completed checklist being returned. Members were vaguer about the support they wanted from member support. Some used the checklists to raise areas of interest rather than specific training needs'.

Derek Lamb made the following recommendations:

- Research the reasons for the lower enthusiasm of members by approaching selected members
 - Aim to complete future initiatives within a three month period. The delays in securing the completed questionnaires almost certainly contributed to the reduced enthusiasm of members for the interviews
 - Consider further streamlining of the process. Perhaps
 - ask members to select from a generic menu of activities and base a development interview on their choices.
 - conduct the development interview around a checklist but without members having to submit this in advance
- 2.2 The Council will be revisited by the Charter assessors on 9th July 2012 to evaluate the programme of continuous improvement, since the Charter award was given in December 2010. In December 2013, a complete reassessment will be carried out.
- 3. Induction 2011**
- 3.1 Following the May 2011 elections, the large piece of work to complete was to take the newly elected councillors through the Induction process. The induction programme had previously been agreed by the Member Development Steering Group.
- 3.2 Two very successful induction events took place on 24 May and 1 June 2011. Councillors first attended a daytime event on 24 May 2011, where they received introductory presentations on Local Government Finance, the Code of Conduct, Democratic Services and Strategic Change and Regeneration. A demonstration of the councillor's pages of the website was also given. In the afternoon 13 councillors were taken for a tour of the borough, highlighting areas of interest throughout Hemel Hempstead, Berkhamsted, Tring and the surrounding villages.
- 3.3 Following this event, a service market was then held on the evening of 1 June 2011. 37 officers attended, each having a stall for their service to advertise what they do and to answer any questions raised by councillors. 32 Councillors attended this event, which created a buzzing atmosphere. Competitions were run, interactive exercises were carried out and presentations given.
- 3.4 The Induction programme has been very successful. It was a formal yet interactive way of introducing Members to the services of the council and into their role.

Great feedback has been received from all those Officers and Councillors involved. Suggestions for future programmes have been made and will be considered by the Member Development Steering Group.

4. Member Development Training Programme

- 4.1 Attendance at Member Development sessions has increased over the past 12 months and the evaluations received are proving very helpful for the facilitators and helps towards organising future training events. The involvement of councillors demonstrates their commitment to their personal development and Member Charter.

The Council had a local Performance Indicator for 2011/12 '*Average number of training opportunities taken up per member is 5*'. This indicator was achieved; resulting in the average number of training opportunities taken up per member being 5.3.

A target of 5 was set for 2011/12 as it followed the local elections, this has been reduced to 3 for 2012/13.

- 4.2 The following development opportunities were provided between May 2011 – April 2012:

Course	Date	Attendance
Member Induction	24/05/11 (daytime)	25
Member Induction	01/06/11 (evening)	32
Development Control Committee	09/06/11	17
Chairing skills	13/06/11	6
Licensing	04/07/11	10
Appeals	06/07/11	12
Self Financing	14/07/11	11
Audit	27/07/11	14
Effective Scrutiny	28/07/11	22
Final Accounts	05/09/11	10
Civil Society Partnership	07/09/11	16
Customer Insight and Mosaic	12/10/11	17
Safeguarding	09/11/11	13
Media	07/12/11	6
Environmental Management	11/01/12	20
Managing Debt under Self Financing	22/02/12	28
Planning Rural England	15/03/12	3
Additional Conference/courses		6

- 4.3 The training programme for 2012/13 will be produced using the results and requests from the Personal Development Plans. This will ensure a Member focused training programme and one which responds to their needs. Once drafted, the programme will be agreed by the Steering Group. All officer requests are discussed by the group and then a way forward for each is agreed.

5. Member Development Budget

- 5.1 In order to accommodate Member Induction following local elections, the Member Development budget is set at £16,000. This is then used to carry out self assessments of new councillors, take new councillors through the induction programme, and provide basic skills training and to implement a programme of

training which will benefit new councillors and act as a refresher course for existing councillors.

- 5.2 During the years which do not have local elections, the Member Development budget is streamlined to £11,000. This is required for an ongoing programme of training, requested by councillors, which also includes briefings on topic areas which are ever-changing or Government policies which need to be implemented.

6 Member Development Strategy 2012-2015

- 6.1 A requirement of the Member Charter accreditation is to have a Member Development Strategy. A revised Strategy for 2012-2015 has been completed and has been agreed by the Member Development Steering Group.
- 6.2 The Strategy aims to set out why Councillors require training, how this would be delivered, the resources and support available to Member Training and details on the Steering Group which coordinates the training programme. Further details will also be provided on How to Become a Councillor.

7. Hertfordshire Member Development Network

- 7.1 Member Development Officers have joined the Hertfordshire Member Development Network Group, which meets quarterly.
- 7.2 This is a very successful group, which has been recognised by South East Employers as the leaders in networking. The group exchange examples of good training providers, give feedback on recent training events, seek advice and guidance on forthcoming projects and discuss future training topics. This is a great way for officers to increase their knowledge and expertise in Member Development.
- 7.3 A Local Knowledge Hub has also been set up by the Local Government Association which is a new online platform for building professional networks in the local government sector. The Knowledge Hub uses the latest technology and social networking models to enable individuals to create connections to peers and experts in their fields of interest, helping them share learning, experiences and ideas and improvement.
- 7.4 The Hertfordshire Member Development Network Group make use of the Hub to advertise the Network meetings, publish minutes and actions of those meetings, share examples of best practice and to share policies and procedures.

8. Chairman of the Member Development Steering Group

Insert quote received from Chairman of the MDSG – Councillor Taylor

Member Charter Status Plus Initiative 2011-12: Review – Derek Lamb Report

Background

Exeter House designed and administered similar initiatives in 2005, 2007 and 2009-10. As before, the current project secured high levels of interest and response.

Report

Although similar in format to 2010, this initiative differed as follows:

- The main checklist was modified to make it more user friendly
- A second short checklist was included to judge members' interest and learning needs in Dacorum Council's Priorities
- The initiative was used to pilot a 360 degree feedback questionnaire
- Additional questions on the effectiveness of the training offered to members, preferred methods and time of day were also included in the interviews

As before, members were encouraged to offer views and feedback on any aspect of being a councillor and most took advantage of this. All interviews were conducted by phone; only two members stated that they would prefer a face to face interview.

Although responses were similar in number to 2009-10, both Member Support and Exeter House agree that there was less enthusiasm this time. In short, it was harder work to secure the return of checklists and approval of the final reports. Barely a quarter of members returned their checklist by the deadline. Despite a constant round of emails, phone calls and reminders in the members' newsletter, only 40 had responded by 1 May.

Securing member agreement to the accuracy of their development report was equally drawn out; seven interviews were carried out without the completed checklist being returned. Members were vaguer about the support they wanted from member support. Some used the checklists to raise areas of interest rather than specific training needs.

Although the 360 degree pilot was originally planned to cover 10 members, six actually completed it and five were returned to me for interview. Feedback was positive, although it would be of most benefit to officers and cabinet members.

Recommendations

- Research the reasons for the lower enthusiasm of members by approaching selected members such as Cllr Harden
- Aim to complete future initiatives within a three month period. The delays in securing the completed questionnaires almost certainly contributed to the reduced enthusiasm of members for the interviews
- Consider further streamlining of the process. Perhaps
 - ask members to select from a generic menu of activities and base a development interview on their choices.
 - conduct the development interview around a checklist but without members having to submit this in advance.

Derek Lamb, Exeter House Development and Training, 28 May 2012

Dacorum Members' PDP status

Total number of members		50
Interviewed with checklist received		38
Interviewed without the checklist being received		8
Total participated		46
Declined to participate:		4
Participation	(46/50)	92%

Derek Lamb
29 May 2012

Personal Development Plan 2012 Checklist 1

The numbers show how many Councillors highlighted the specific area.

Tick Box	<p>1. Local leadership</p> <ul style="list-style-type: none"> • Engaging with the community x6 • Keeping up to date on local issues x1 • Encouraging trust and approachability x1 • Representing views of residents in decision making x3 • Attending local meetings • Acting as a champion for others on a specialist area • Mediating fairly and constructively x4
<input type="checkbox"/>	<p>2. Partnership working</p> <ul style="list-style-type: none"> • Building good relationships with the Council's partners x5 • Knowing when to delegate or provide support to others x2 • Making people from all backgrounds feel valued, trusted and included x7 • Remaining calm when criticised or under pressure x8
<input type="checkbox"/>	<p>3. Communication skills</p> <ul style="list-style-type: none"> • With residents through newsletters, letters, email, phone, local media x4 • Providing regular feedback to residents on issues raised x2 • Listening to others, checking understanding, adapting own style x1 • Creating opportunities to communicate with hard to reach groups x5 • Speaking and writing clearly x4
<input type="checkbox"/>	<p>4. Political understanding</p> <ul style="list-style-type: none"> • The Council's constitution and Code of Conduct x1 • Communicating political values through canvassing and campaigning • Actively developing political intelligence (eg attending conferences) x1 • Looking for ways to promote democracy and increase public engagement x9 • Ability to work across political boundaries without compromising own values x3 • Confidence in representing Group's views x3
<input type="checkbox"/>	<p>5. Scrutiny and challenge</p> <ul style="list-style-type: none"> • Understanding the scrutiny process x2 • Membership of a Committee/participation in scrutiny reviews x1 • Confidence in expressing a view at Committee or Council x2 • Identifying areas for scrutiny and involving residents x4 • Presenting concise and meaningful arguments x1 • Objective and vigorous in challenging x3
<input type="checkbox"/>	<p>6. Regulating and monitoring</p> <ul style="list-style-type: none"> • Chairing meetings x6 • Involvement in regulatory committees (eg DC, Licensing, Standards) x2 • Seeking feedback and looking for opportunities to learn x3 • Checking progress on issues raised by residents x3

**Personal Development Plan 2012 Checklist 2
Dacorum Council priorities 2011-2012**

Tick Box	1. Building community capacity <ul style="list-style-type: none"> • Enable all wards to move out of the lowest quartile of the indices of deprivation x12 • Support social enterprise x7 • Empower local community action and delivery x10
<input type="checkbox"/>	2. Safe and clean environment <ul style="list-style-type: none"> • Support the creation of a high quality low carbon environment x7 • Maintain a clean safe environment x14 • Protect our green space areas x13
<input type="checkbox"/>	3. Regeneration <ul style="list-style-type: none"> • Deliver a regeneration plan for Dacorum (including plans for building housing) x6 • Attract investment x6 • Drive value from Council's assets x6
	4. Affordable housing <ul style="list-style-type: none"> • Achieve good social housing x5 • Develop the private rented sector x4 • Design and enable a more varied housing offer x7
<input type="checkbox"/> <input type="checkbox"/>	5. Dacorum delivers <ul style="list-style-type: none"> • Efficiencies (including delivering Customer Service Review targets) x6 • Value for money services x6 • Performance excellence, reputation and profile delivery x8

Development needs identified by Personal Development Plans 2012

Subject	Number
Mediating/professional behaviour/keeping calm	9
Scrutiny & involving residents	8
Chairing meetings	5
Improving engagement with the wider community	3
IT	3
Political Understanding/awareness	3
Environmental issues	3
Achieving Dacorum's priorities	2
Writing skills (newsletters)	2
Localism	1
Health and Social Care Bill	1
Public Speaking	1
Time Management	1
Dealing with the press	1
Procurement	1
Communication Skills	1
Speed reading	1
Principles of Strategic Planning	1
Developing Local Democracy	1
Green belt protection	1
Social Media	1
Media Awareness	1

Preferred Method of Learning?

- 30 minute bite size sessions after DC meetings
- Anything that fits in with my work commitments
- Practical rather than lecture x6
- Emailed materials x3
- Workshops good, but can be difficult to attend
- Workshops x26
- Remote learning x3
- Not dull powerpoint x5
- Tours/visits

What time is most convenient?

- 7.30pm x14
- 6pm is too early x14
- Anytime if given enough notice
- Anytime x14
- Daytime x5
- Wednesday evenings
- Difficult to commit to anytime x4
- A full day of 2 to 3 workshops to take annual leave
- Varies with work commitments

360 Feedback Questionnaire Results

1. Did you find the experience helpful?

Yes – 3 No - 0

Please explain:

- But only to confirm existing thoughts
- Input on how I can improve and an understanding of where I am ‘working’ well
- The self assessment section helped me to reflect on my own strengths and areas for development
- I found it interesting but probably will not influence my approach or the way I do things

2. Would you recommend that the principle of 360 degree feedback be offered to all Councillors in future years?

Yes – 2 No - 2

Please explain:

- I think 1 to 1 assessments better
- It is a good exercise to undertake
- The people whom I asked to give feedback didn't
- But probably only to those that have been a Councillor for more than 2 to 3 years. This allows the assessors to have a better knowledge of the subject

3. Would you recommend that the Skills Portal used be purchased again?

Yes – 2 No - 1

Please explain:

- I thought it effective
- If price is competitive
- If others had the same experience as I did in 2), it would be a pointless exercise and therefore a waste of money
- No preference

4. Do you think you were provided with sufficient information prior to taking part in the trial?

Yes – 2 No – 1

Please explain:

- I was a little confused – especially when I did not receive responses – some are still outstanding

MEMBER DEVELOPMENT DATES 2012/13

Items in italics are provisional – need agreement by MDSG

Date	Development Event	Start time	Finish time	Officer contact and job title:	Run by:	Location	Which Members?
31 May 2012	Community Infrastructure Levy	7.30pm	9.30pm	Heather Overhead, Infrastructure Planning Officer	Planning Officers Society	Bulbourne	All
4 July 2012		7.30pm	9.30pm				
11 July 2012*		6.00pm	7.00pm				
26 Sept 2012*		6.00pm	7.00pm				
4 Oct 2012	<i>Environmental Management at the Council</i>	<i>7.30pm</i>	<i>9.30pm</i>	<i>Lizzy Staincliffe, Project Officer, Environment & Sustainability</i>	<i>Lizzy Staincliffe</i>	<i>Bulbourne</i>	<i>All</i>
7 Nov 2012	Cancelled due to election	7.30pm	9.30pm				
10 Jan 2013		7.30pm	9.30pm				
16 Jan 2013*		6.00pm	7.00pm				
27 Feb 2013*		6.00pm	7.00pm				

6 Mar 2013		7.30pm	9.30pm				
17 Apr 2013*		6.00pm	7.00pm				
21 May 2013		7.30pm	9.30pm				

*** indicates a briefing before full Council meeting**

Questionnaire results where Councillors have attended less than 5 sessions

Received 10 of 27

1. Were the timing of sessions unsuitable for you?

Yes – 4 No – 5

If yes, what times of the day and week would be better?

- Mon – Thurs afternoon
- It would be better if I took a few days off work and did the sessions then.
- Sometimes. I lead a very busy life both at work and on a personal level. I attend when I am able
- Any timing prior to 19.30 is difficult for me due to commitments to my 2 businesses
- I cannot attend training before full Council as I work full time and have a family. I usually get home at 6.30pm.

2. Did you feel the subject matters were not applicable to you?

Yes – 2 No – 7

If yes, what topics would you have liked to have seen covered?

- The majority of topics covered and the sessions I have made have been fine. I am sorry to be unable to attend the 'emergency planning session'
- I (like all Councillors) have to select those subjects that I consider appropriate

3. Do you feel that training at DBC should be approached differently?

Yes – 3 No - 7

If yes, please give your suggestions, as to how this could be done?

- Powerpoints I can read on a computer and frankly I find them boring to say the least. I am not of the age group that I need to do courses. Short and sweet interaction is far more beneficial.
- Maybe an on-line portal for training
- I would encourage alternative ways of training
- Perhaps expand the choice of topics and ask Members to select – then cover the most popular 6 to 10.
- Might be an idea to have a series of presentations by senior members of other authorities

4. Please outline any other reasons:

- Unable to attend due to Mayoral engagements
- I am sorry that I am down on your indicator for 2011/12, but no doubt my Co-Councillor has done about 15
- In a busy week with a lot of meetings, Member Development is the first thing to give apologies for. It would be helpful if Member Development sessions are scheduled for weeks when there are few other meetings.
- Other commitments made it impossible for me to attend the sessions I missed.

Member Development Steering Group Work Programme 2012/13

Meeting Date	Item
5 September 2012	<ol style="list-style-type: none"> 1. Member Development Programme 2. Quarterly Budget Update 3. Evaluation feedback from previous development sessions 4. Alternative learning- Options (CD's, glossaries) 5. Becoming a Councillor webpage
4 December 2012	<ol style="list-style-type: none"> 1. Member Development Programme 2. Quarterly Budget Update 3. Evaluation feedback from previous development sessions
19 March 2013	<ol style="list-style-type: none"> 1. Member Development Programme 2. Quarterly Budget Update 3. Evaluation feedback from previous development sessions