



Public Document Pack
**MEMBER DEVELOPMENT STEERING
GROUP
AGENDA**

WEDNESDAY 15 JUNE 2016 AT 7.30 PM

DBC DACORUM ROOM - CIVIC CENTRE

The Councillors listed below are requested to attend the above meeting, on the day and at the time and place stated, to consider the business set out in this agenda.

Councillors G Adshead, Banks, Conway, Douris, P Hearn, Hicks, Howard and Taylor (Chairman)

AGENDA

1. APOLOGIES FOR ABSENCE

To receive any apologies for absence.

2. MINUTES (Pages 2 - 5)

Members are asked to agree the minutes of the meeting held on 2 March 2016.

3. MEMBER DEVELOPMENT PROGRAMME 2016/17 (Pages 6 - 7)

4. IPAD TRAINING

5. MEMBERS NEWS 'TOP TIPS'

6. PERSONAL DEVELOPMENT PLAN REVIEW (Pages 8 - 13)

7. QUARTERLY BUDGET UPDATE (Pages 14 - 17)

8. MEMBERS TRAINING FEEDBACK (Page 18)

9. MDSG WORK PROGRAMME (Page 19)

10. NEXT MEETING

The next meeting will be held on Wednesday 5 October 2016.

Agenda Item 2

MINUTES

MEMBER DEVELOPMENT STEERING GROUP

2 MARCH 2016

Present:

Councillors: G Adshead, Conway, Douris,
P Hearn, Hicks, Howard and
Taylor (Chairman)

Officers: M Anderson Corporate Support Team Leader
(Democracy)
T Coston Member Support Officer

The meeting began at 7.30 pm

1. APOLOGIES FOR ABSENCE

An apology for absence was received on behalf of Councillor Banks.

2. MINUTES

The minutes of the meeting held on 2 December 2015 were agreed by the Members present and then signed by the Chairman.

3. PERSONAL DEVELOPMENT PLANS - UPDATE

M Anderson advised that she was waiting to receive the final report from Phil but she understood he had to report to David McGrath first and then to us so it was likely to be next month. She explained that there were 21 spaces, 13 councillors had face-to-face interviews, 5 had telephone calls and the forms to complete were emailed to them and there are still 3 spaces remaining. She advised that we had already paid for 21 spaces so if there were no more volunteers we would look to get a refund for the 3 remaining spaces. The cost also included a follow up session which would take place later in the year.

Councillor Douris said that he would take one of the remaining spaces if there were no more new members that wanted it or if we couldn't get a refund.

Councillor Taylor explained that he had spoken to the Chief Executive about PDP's and she had suggested that all members should be automatically signed up for these unless they opt-out.

M Anderson raised concern about this approach as it took lots of chasing to get the amount of volunteers that we did and she was worried that there would be lots of members not turning up for their appointments if they weren't committed to doing it. She felt this could be a costly exercise.

Councillor Taylor said he was surprised about the lack of interest but felt we needed to keep encouraging people to take part.

4. MEMBERS TRAINING FEEDBACK

WRAP Training: T Coston highlighted that only 11 members had attended the WRAP training and they had since met with Councillor Taylor and circulated an email to all members to advise them this is a compulsory training session. She advised that she had liaised with Julie Still and they had offered to hold another evening session for members and there would also be some day time sessions arranged for staff which members are invited to attend. She said she would advise members of the dates as soon as possible.

Councillor Taylor was aware that other WRAP courses were being held elsewhere and therefore Members might have already attended one of those. He reiterated that this was a compulsory course and the team therefore needed to ensure all 51 councillors had attended at some point. Member Support would confirm future WRAP sessions with councillors once they were known.

Councillor Douris felt that it would be helpful to members to show the time of the training session within the evaluation feedback for this meeting.

Emergency Planning Training: T Coston explained that this training session is held every 1-2 years to keep members up to date with the Emergency Plan. She said this year it was held to focus mainly on the new members so they're aware of the process, but would also be a refresher for existing members. She advised that although the scores and feedback on the evaluation forms was mostly positive, she was informed that there were some concerns about the training and she asked the Chairman if there was anything he wished to say on the matter.

Councillor Taylor had spoken with the Chief Executive as he felt the first session had been very useful and helped put the procedure into context. However he did not feel the same, following the event in January. He felt, in his opinion, that processes were being suggested which could jeopardise the efficient process. Councillor Taylor discouraged the suggestion of a DBC handbook with contact details.

Councillor Douris felt it would be beneficial to circulate slides prior to a training event. Councillor Taylor preferred not to have slides circulated prior to an event.

Councillor Douris raised concerns with people's skills to give PowerPoint presentations. He felt that recent presentations were too crowded and made slides difficult to read.

He noted that there was a 24 hour helpline for highways disasters which was 0300 1234047.

Actions:

- Member Support to advise of future WRAP training dates.
- Member Support to add the time of the training to the evaluation feedback forms.

5. QUARTERLY BUDGET UPDATE

M Anderson highlighted the cost we had paid for the PDP's and advised it worked out at £198 per councillor which included the initial assessment and a follow up session. If we were to have any refund from the PDP's would then that would affect the

remaining balance. M Anderson said we had managed the budget really well this financial year considering we've had the Induction events and extra training courses.

Councillor Douris asked how much the budget would be for 2016/17. M Anderson said she would have to check and let him know but it would definitely be less than this year as the budget is always increased on the year of a Borough Election.

Councillor Douris said it is always good to spend the budget otherwise it is likely to be cut.

Councillor Hicks suggested some of the budget for 16/17 would be spent on training courses requested in PDP's. M Anderson confirmed that would be the case. She said they would be bringing the training programme for 16/17 to the next meeting.

M Anderson advised that they could look at the budget half way through the next financial year and if it's affordable they could think about offering PDP's to other members that may want to complete one.

Councillor Howard asked how long it had been since the last PDP process. Councillor Taylor advised it had been approximately two years. He said doing it every year wouldn't be as effective as you need time to achieve your aims and training needs.

Actions:

Member Support to advise of the training budget for 2016/17.

6. MDSG WORK PROGRAMME

Councillor Taylor asked for suggestions on items to be added to the work programme.

M Anderson said she would like to add 'PDP Outcome Report' to the June meeting.

Councillor Douris suggested a training session for new ways of working in preparation for the move to The Forum next year. M Anderson said this was definitely something they would like to see carried out and there would be lots of changes to equipment and the set-up of council meetings, etc.

Councillor Adshead seconded Councillor Douris' suggestion and felt there should be several sessions to ensure all members could attend. He queried what would happen with the courses that only a couple of people had requested in their PDP's. M Anderson said that the subjects requested the most would be first priority and then they would look at finding courses elsewhere for those one or two people that wanted to attend. She said they had arranged briefings with Assistant Directors before and one-to-ones if members had particular interests in their service so that is something that can be looked in to again.

Councillor Douris asked if we liaised with other authorities with regards to non Dacorum specific courses. M Anderson advised that they were part of the Hertfordshire Member Development Network and share training programmes at the meetings. She explained that we also email each other on an ad-hoc basis with any spare training spaces at a cost of £50 per person. She said she wasn't able to attend the last meeting in January but hope to attend the next one. T Coston advised that 3 councillors had recently attended a training session in Welwyn/Hatfield so the process worked well.

7. NEXT MEETING

The next meeting will be held on Wednesday 15 June 2016. The venue is likely to change to the Dacorum room for this meeting due to the EU Referendum.

The meeting finished at 8.15 pm.

MEMBER DEVELOPMENT DATES 2016/17

Date	Development Event	Start time	Finish time	Run by:	Location	Which Members?
Wednesday 6 July 2016	WRAP & Safeguarding	7.00 pm	9.00 pm	Julie Still	Bulbourne Room	All
*Wednesday 13 July 2016						
Wednesday 7 September 2016	Effective Member Officer Partnership	7.00 pm	9.30 pm	David McGrath, Link UK Ltd	Bulbourne Room	All
Thursday 22 September 2016	Condensation and damp training (1/2 day session)	TBC	TBC	Fiona Williamson	Council Chamber	All
*Wednesday 28 September 2016						
Thursday 6 October 2016	Constitution training	7.30pm	9.00pm	Mark Brookes/ Jim Doyle	Bulbourne Room	All
Tuesday 1 November 2016	Budget	7.30pm	9.00pm	James Deane	Bulbourne Room	All
*Wednesday 16 November 2016						
Thursday 19 January 2017						

Thursday 9 February 2017						
Wednesday 8 March 2017						
*Wednesday 19 April 2017						

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

To be scheduled:

- Mental health first aid – to be rescheduled

Agenda Item 6

Michelle Anderson
Corporate Support Team Leader
Democracy
Dacorum Borough Council
Civic Centre,
Marlowes
Hemel Hempstead
Herts
HP1 1HH.



Link Support Services (UK) Ltd
Innellan House
Eaves Green Lane
Meriden
Warwickshire
CV7 7JL

22nd April 2016

01676 522775
07802 640159

Dear Michelle

Ref. Personal Development Plans (PDP's). Report for the Member Development Steering Group at Dacorum Borough Council (DBC).

We are pleased to report that the PDP Review process for 18 members has now been completed. As promised, please find (herewith) a summary of our findings along with recommendations

Acknowledgements

Link Support Services (UK) Ltd would like to thank those members taking part in this review for their enthusiastic and enlightening participation. Thanks are also due to Michelle Anderson for supporting the organisation of the reviews and – finally – to our experienced reviewer Phil O'Brien for his expert support and recommendations

Background

In December 2015, the Member Development Steering Group at Dacorum Borough Council (DBC) commissioned Link Support Services (UK) Ltd to carry out ('1-1') *Personal Development Reviews* (PDP's) with elected members. The aim of this pilot programme was to assess member development needs and assist DBC to understand and schedule appropriate member development support, for those members taking part in the reviews. The reviews were – in the first instance – targeted at **new members** but the review process also welcomed other members wishing to participate

Members taking part in this pilot will be reviewed again in 6 months (i.e. Oct 2016) to assess whether (a) they have met (or are making progress towards meeting) their development needs and (b) have identified any new development needs

Link Support Services UK Ltd is a specialist member development company and enjoys a leading position in the member training market place. It is currently in its 22nd year of trading

This brief report identifies the overall development needs of those members taking part in the 1-1 reviews and comments on a number of thematic points raised by members. Link recommends that DBC uses the **'7 S' member development strategy** outlined by Link (below) which was formulated and informed by the PDP's undertaken

Key facts

(a) 18 DBC Councillors took part in a Personal Development Review Process on a 1-1 basis with an external Learning Adviser from Link Support Services (UK) Ltd

(b) The first review took place on 10 February 2016 and the last review took place on 25 March 2016

12 reviews were completed at the offices of DBC

6 reviews were completed by telephone

no reviews were completed by email only

(c) All members received a confidential copy of their own PDP by email

(d) All members were made aware that anonymised data would be used to help inform ongoing member development at DBC

(e) Of the 18 reviews carried out, 9 members were new members (elected 2015) and 9 members had served more than one term

Findings:

Availability of members to attend training courses:

Of the 18 members taking part:

9 members preferred **evening** courses only

2 members preferred **day time** courses only

7 members were could attend **daytime or evening**

Additionally, 2 members expressed an interest in training at the **weekend**

N.B. The total is greater than 18 as some members expressed two equal preferences i.e.

1	Morning only		Evening only	9
1	Afternoon only		Anytime during the day or evening	7
	Morning or Afternoon		Additionally two members expressed an interest in training at the Weekend	2

Learning styles: (i.e. how do members prefer to learn?)

13 members preferred to learn by attendance at a Seminar/Workshop

4 members preferred to learn by Self-study

2 members preferred to learn by coaching from an external trainer

2 members preferred to learn by coaching from an officer

2 members preferred to learn by case studies and 'learning by doing'

1 member preferred to learn by E-Learning

N.B The total is greater than 18 as some members expressed two equal preferences i.e.

13	Seminar/Workshop		1-1 Coaching by officer	2
2	1-1 Coaching by external trainer		Self-study	4
1	E-Learning		Other – case studies and 'learning by doing.'	2

'Essential' learning needs (i.e. top priorities for training) – statistical summary:

Members were asked to consider essential and desirable training needs. **Essential** training needs were ranked in order of importance (1,2,3 etc.) and collated for statistical purposes. 'Essential' training needs are considered as the priority starting point for formalised member training. The findings are as follows:

First priority topics for training

7 Members ranked '**Improved Scrutiny**' as priority number one
3 Members ranked '**Speed Reading**' as priority number one
3 Members each ranked '**Social Media**', (2) '**Public Speaking**' and (2) '**Managing Casework**', as priority number one (1) '**Chairing Skills**'

Second priority topics for training

4 Members ranked '**Media Skills Awareness**' as priority number two
4 Members ranked '**Effective Time & Stress Management**' as priority number two
3 Members ranked '**Speed Reading**' as priority number two
7 Members reported no further preferences

Third priority topics for training

7 Members ranked '**Improved Scrutiny**' as priority number three
2 Members each ranked '**Social Media**', (1) '**Speed Reading**' and (1) '**Engagement Strategies**' as priority number three
7 Members reported no further preferences

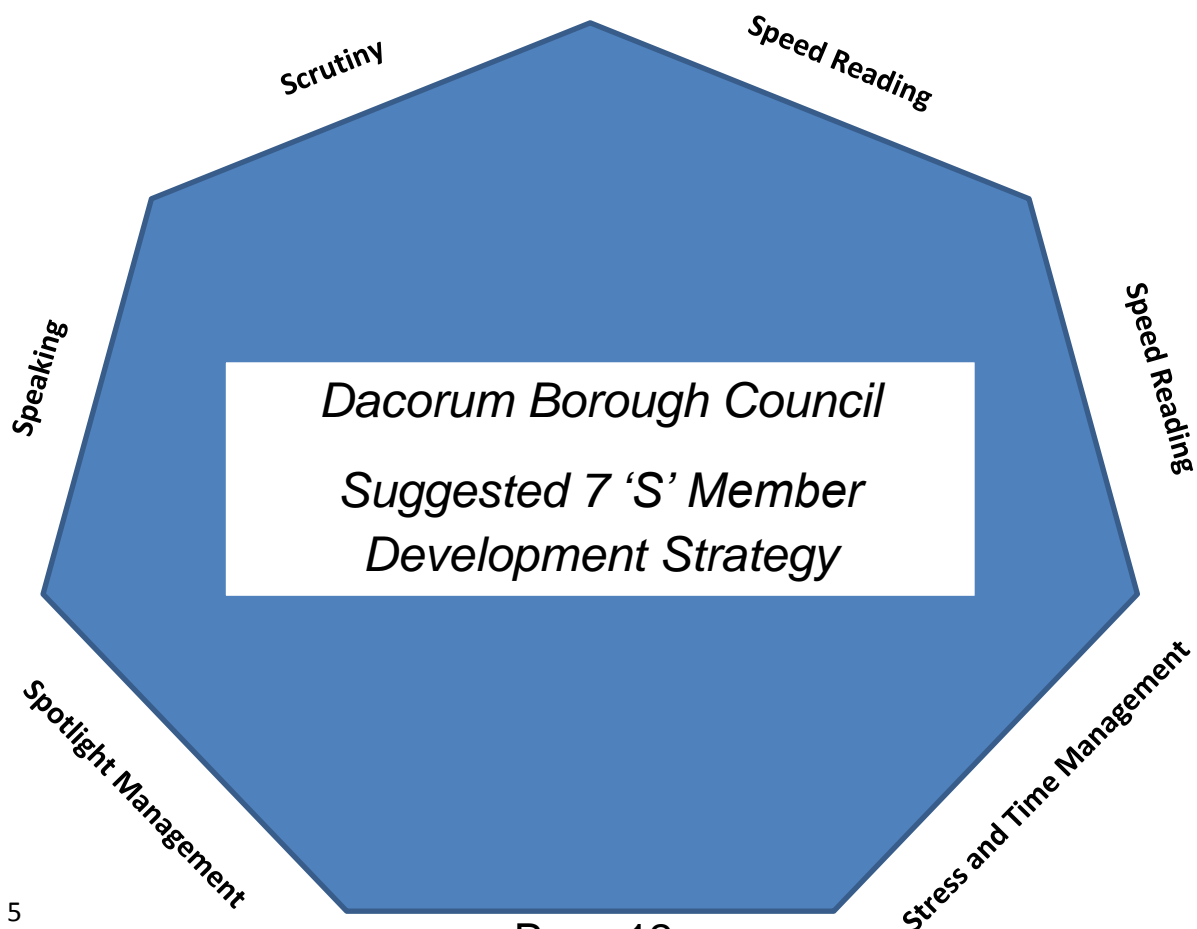
Fourth priority topics for training

3 Members ranked '**Public Speaking**' as priority number four
2 Members ranked '**Planning/Development Control**' as priority number four
13 Members reported no further preferences

Recommendations:

Based on member training preferences expressed through the PDP reviews it is recommended that the following **learning opportunities** be offered to members (preferably in the priority order shown) on the basis of an **interactive evening workshop** (one per topic). All members (and in some topics) As an aid to member planning this is referred to as the '**7 S**' strategy i.e.

- 1 **Scrutiny:** particularly, effective use of Task and Finish projects
- 2 **Speed Reading:** improving reading rate, comprehension and retention
- 3 **Social Media:** Safe and confident use to engage with communities
- 4 **Speaking** (in public) including preparation strategies and delivery
- 5 **Supporting communities** through advocacy (including casework management)
- 6 **Spotlight management** (*media skills awareness*)
- 7 **Stress** and time management. Practical strategies to cope with pressure, and manage member work-loads effectively



Two members who had identified 'Development Control' as an area of interest (as a fourth choice option) were encouraged to liaise directly with relevant officers

Additional observations relating to member learning needs

Our PDP reviewer reports that the majority of reviews made comment on the introduction of i-Pads. Whilst no Members stated that they are wedded to paper, or resistant to technology, most felt that the performance offered by the i-Pads inhibits their effectiveness. The key area of concern relates to '*over-complex passwords and too short a time before the tablet hibernates*'. Link Support Services (UK) Ltd has observed this issue in other councils and may be able to advise on a solution

There was a divergence, between newly elected Members and those returned at the May 2015 election, on the existence and effectiveness of Mentoring within the majority group. Many members felt that effective mentoring was a good idea and that expert support should be provided to introduce an effective mentoring process and that this should be formalised before the next election in 2019

The majority of members undertaking reviews mentioned that Scrutiny could be more effectively utilised at Dacorum BC as an improvement planning and policy development tool – particularly through Task and Finish groups – and that training should be undertaken in this area as a priority. There was however no criticism of the willingness of Cabinet Members and senior officers to attend meetings and *be 'held to account'*

Although the '7 S strategy is informed by PDP discussions with 18 members it should also be born in mind that

- (a) DBC has 51 Councillors and that a review of the remaining (33) Councillors would be appropriate for a fully informed member development strategy
- (b) Member training requirements are also determined by factors which can be driven by outside events (e.g. legislative changes) or corporate aspirations (e.g. to continuously develop the effectiveness of the member/ officer partnership, support the development of member's IT skills)

Never the less, this project has been undertaken in meticulous detail with an enthusiastic cohort of members intent on developing their skills. We have aimed to learn about their development needs, agree these with members and inform DBC of the trends and a prospective strategy. We are confident that this strategy will engage members' interest and support their community and corporate leadership needs in key areas

Date of report: 22nd April 2016

Report Author: David McGrath
(Managing Director Link Support Services (UK) Ltd)

30/04/2016

Main Heading	Budget	Sub Heading	Spend	Remaining
<i>Training Course fees</i>	£ 11,000.00			£ 11,000.00
		Local Government Information Unit -Being an effective councillor seminar (x1)	£ 175.00	£ 10,825.00
		Local Government Information Unit -Being an effective councillor seminar (x1)	£ 175.00	£ 10,650.00
		Annual Conference for Councillors x1	£ 110.00	£ 10,540.00
		Licensing training 1/7/15 (10 cllrs)	£ 500.00	£ 10,040.00
		Local Government Association (LGA) seminar x2	£ 990.00	£ 9,050.00
		Bryant Park hospitality ltd - LGA accommadation x2	£ 520.00	£ 8,530.00
		Motts coaches - Induction tour	£ 550.00	£ 7,980.00
		Media training	£ 1,690.00	£ 6,290.00
		Housing appeals training	£ 750.00	£ 5,540.00
		Member Induction lunch (Sat 6 June)	£ 223.50	£ 5,316.50
		Member Induction lunch (Thurs 21 May)	£ 218.00	£ 5,098.50
		PDP's - Link Support Services	£ 4,175.00	£ 923.50
		Welwyn Hatfield Immigration workshop x3 Councillors	£ 150.00	£ 773.50
		LGA Annual Culture, Tourism & Sport 2 day conference	£ 299.00	£ 474.50
				£ 474.50
				£ 474.50
				£ 474.50
				£ 474.50
OVERALL TOTALS:	£ 11,000.00		£ 10,525.50	£ 474.50

red italics to be paid

23/05/2016

Main Heading Budget Sub Heading

Training Course fees £ 9,000.00

*'Effective Member Officer Partnership Working' 7 September
2016*

OVERALL TOTALS: £ 9,000.00

Spend		Remaining	
		£	9,000.00
<i>£</i>	<i>1,052.00</i>	£	7,948.00
		£	7,948.00
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		£	7,948.00
£	1,052.00	£	7,948.00

red italics to be paid

Agenda Item 8

Date: 20 April 2016

Event: Understanding Risk Register Reports

FEEDBACK ON TRAINING & DEVELOPMENT

Attended: 10 Returned Feedback forms: 10

Objectives: The aim of the workshop is to provide you with an opportunity to

- Put the risk report into context
- Navigate your way around risk reports

STRENGTHS

- Knowledge of subject made esoteric subject very interesting, Thank you
- PowerPoint, handout and the presentation and reference to both.
- All of it.
- Very knowledgeable
- Got the risk scoring
- Clarified my understanding of risk and scrutiny
- Easy, explainable opportunity to challenge scoring
- Well presented. A good refresh of the concept and practice of risk management
- No weaknesses just would be helpful to have copies of the presentation available to make notes

WEAKNESSES

- No weaknesses
- What is the 4x4 matrix

OPPORTUNITIES

- Copy of Linda's power point presentation to all attendees please
- Few more examples
- Received bare knowledge on strategic risk register
- Although I registered by thought what 16.8 etc meant, I would have welcomed this earlier in my team.

TRAINING SCORE

Poor	0
Adequate	0
Good	0
Very good	9
Excellent	1

Member Development Steering Group Work Programme 2016/17

Meeting Date	Item
15 June 2016	<ol style="list-style-type: none"> 1. Setting the Member Development Programme 2016/17 2. iPad training (R Taylor) 3. Members News – iPad use Top Tips section 4. PDP Review 5. Quarterly Budget Update 6. Evaluation feedback from previous development sessions 7. MDSG work Programme
5 October 2016	<ol style="list-style-type: none"> 1. Annual Training Report 2. Member Development Programme 3. Quarterly Budget Update 4. Evaluation feedback from previous development sessions 5. MDSG work Programme 6. PDP Follow up sessions
14 December 2016	<ol style="list-style-type: none"> 1. Member Development Programme 2. Quarterly Budget Update 3. Evaluation feedback from previous development sessions 4. MDSG work Programme
22 March 2017	<ol style="list-style-type: none"> 1. Member Development Programme 2. Quarterly Budget Update 3. Evaluation feedback from previous development sessions 4. MDSG work Programme