

| <b>ISLE OF ANGLESEY COUNTY COUNCIL</b> |  |
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| <b>COMMITTEE:</b>                      | <b>DEMOCRATIC SERVICES – SPECIAL MEETING</b>   |
| <b>DATE:</b>                           | <b>2 MAY 2019</b>  |
| <b>TITLE OF REPORT:</b>                | <b>ELECTED MEMBER DEVELOPMENT PLAN<br/>APRIL 2019 – MARCH 2020</b>   |
| <b>PURPOSE OF REPORT:</b>              | <b>TO SEEK THE COMMITTEE’S APPROVAL FOR<br/>THE PROPOSED DEVELOPMENT PLAN FOR<br/>ELECTED MEMBERS FOR THE FINANCIAL<br/>YEAR 2019/20</b> |
| <b>REPORT BY:</b>                      | <b>MIRIAM WILLIAMS, HUMAN RESOURCES<br/>DEVELOPMENT MANAGER</b>  |
| <b>LEAD OFFICER:</b>                   | <b>HEAD OF DEMOCRATIC SERVICES</b>   |

The Democratic Services Committee held on 25 March 2019 approved the report submitted by the Human Resources Development Manager regarding the Member Development Strategy for the period 2019/2022 (see appendix 1).

This report details the Development Plan for Elected Members for the financial year 2019/20 (see appendix 2), which takes into account input received from Group Leaders following Personal Development Reviews (PDR’s) in addition to input from Senior Officers.

The programme provides an outline framework for the delivery of the training with some elements being carried forward from the previous financial year. The development programme applies to Elected Members in addition to Co-opted/Lay Members where appropriate.

The format of the training will be varied in terms of methods of delivery e.g. workshops; mentoring; e-learning; one-to one training etc. Where available, blended training opportunities will also be offered in order to enhance the learning process.

The Authority already provides E-Learning support in order to encourage self-development, further enhancements are being considered Nationally and Locally in order to make the system more accessible in addition to producing further relevant modules.

In order to maximise attendance at training events and taking into account Elected Members caring responsibilities/employment arrangements etc. where possible a mix of day and evening sessions will be made available. When possible, sessions will be arranged on Thursdays/Fridays, avoiding the first Thursday afternoon each month in order to prevent clashes with monthly Elected Member briefing sessions.

The programme is an “evolving” document which takes into account changing priorities of the Authority and external factors, whilst also taking into account Member’s own personal development needs.

The Democratic Services Committee has a key role in the regular monitoring, evaluation and reviewing development plan to ensure that it is both “fit for purpose” and of the right quality. Reports regarding the progress of the Elected Members Development Plan will also be submitted to the Standards Committee, as appropriate.

**RECOMMENDATION:**

To adopt the enclosed Development Plan as a framework for Member Development for the financial year 2019/20, recommending approval by the Full Council.

In addition, authority be given to the Head of Democratic Services to make any further modifications as deemed appropriate.

**Miriam Williams**  
**Human Resources Training and Development Manager**  
**April 2019**



## **Isle of Anglesey County Council**

# **ELECTED MEMBER DEVELOPMENT STRATEGY**

**2019 - 2022**

**‘Shaping the future through  
developing people’**

# MEMBER DEVELOPMENT STRATEGY

## 1. INTRODUCTION

The County Council aims to continuously deliver high quality, cost effective and efficient services, within the context of increasing demands on finite resources.

Members have a vital role in setting the Council's direction of travel which is articulated in the Corporate Plan. This is a particularly challenging responsibility in light of reduced funding and an increased focus on communities helping themselves. The County Council recognises that there are ever increasing demands on, and expectations of Members, given the pace of legislative change and the constantly changing environment. Therefore there is a requirement to ensure that effective development and support is in place to enable members to fulfil the demands of their roles and be effective in this changing and increasingly more complex environment.

Members bring an invaluable combination of experience, knowledge and expertise from a range of fields. The Council understands that member development should build on these skills and enable Councillors to continue developing throughout their term of office.

The outcome of a successful Member Development Strategy will be that the Council has effective Members with the skills and knowledge to deliver their contribution to the Council's Corporate Plan aims.

Please note, this strategy should be read in conjunction with the Authority's Corporate "Learning, Training and Development Policy".

In embracing these challenges, the Council must continue to develop its Members so that they:-

- Are responsive to change and continuous improvement.
- Maximise the use of all available resources.
- Can challenge the Council and other organisations fairly and identify best practice through effective scrutiny.
- Are focussed on maximising the outcomes provided by public services within the challenging climate of diminishing financial resources.
- Are influential community leaders.

## 2. PURPOSE

This Strategy provides a framework for the Council to enable Members to undertake roles as community leaders. The Strategy outlines the Council's commitment to learning and development for all Members and makes clear the expectations that Members can have of the Council and thus the Council of its Members.

By providing development opportunities, Members will be better equipped to carry out the various roles expected of them as a Councillor. The aim is to enable Elected Members to be able to operate efficiently and effectively in fulfilling these roles and to identify and meet the individual learning and development needs of all Councillors within that role, which is essential to this process.

The opportunities offered will vary and will be a combination of blended learning which will include internally and externally facilitated presentations; seminars; workshops as well as through specific classroom training courses and E-Learning opportunities. The commitment to provide these opportunities is supported through the allocation – by the County Council-of a specific budget.

Co-opted members of the Standards, Audit and Scrutiny committees are also encouraged to undertake specific development in order to meet the needs of their roles within their particular committees.

### **3. AIMS AND OBJECTIVES**

Member Development refers to any development activities or training programmes specifically designed to improve the knowledge, skills and abilities of Elected Members in their varied roles.

. To ensure that this strategy meets the needs of Members and the Council, activities will be properly planned, resourced within current budget limits, monitored and evaluated.

The strategy's main objectives are:-

- to equip Members with the skills and knowledge they need in their current roles (as set out in their role descriptions) and future roles
- To provide an integrated induction and ongoing role to develop, skills and knowledge through a programme of development opportunities for all Members
- To provide support tailored to the needs of Members based on individual training needs analysis.

The Council will provide Elected Members with flexible and responsive training and development that is based on both individual and organisational needs. This will maximise the effectiveness of Members in their various roles to ensure that Isle of Anglesey County Council will be regarded as a leader in the provision of support to Elected Members.

### **4. PRINCIPLES**

The Council's approach to Member development is based on the following principles:

- Learning is part of the culture of our organisation.
- The opportunities provided will enable Members to be effective community leaders and play their part in delivering the Council's Corporate Plan

- The range of qualities every Member needs to be most effective includes:
  - political understanding
  - communication skills
  - community leadership
  - working with others
  - regulation and monitoring
  - scrutiny and challenge
- New Members will need development opportunities early in their term of office to enable them be effective in their role and therefore an appropriate and timely Induction Programme will be delivered to meet these needs.
- A commitment from Members during their term of office to actively access and participate in training and development opportunities to refresh skills; develop additional skills; keep updated on current issues
- Members commitment to undertake mandatory training which will be overseen by Group Leaders
- A commitment from Members to undertake annual performance development reviews to inform the annual member development programme.
- Additional opportunities to enable Members to be successful in undertaking specific Executive and non- Executive roles.
- Members are encouraged to share their knowledge amongst their peers.
- The approach to learning will be flexible to recognise that Members have different needs requiring a range of different approaches but with increased emphasis on E -learning
- The Council recognises that all Members are different and is committed to providing equality of opportunity to learning and development
- Members are encouraged to regularly update training records online and annually publish reports with respect to training undertaken

## **5. MEMBER DEVELOPMENT PROGRAMME**

Development of the programme will be co-ordinated by the Human Resource team responding to direction from the Head of Democratic Services, feedback from Officers/Elected Members and also the Authority's Strategic Management Team.

Progress reports will be presented by the Human Resource team on a regular basis to both the Democratic Services Committees and also the Standards Committee.

The Democratic Services Committee will report annually to the Council on the Member development programme

## **6. RESOURCES**

### **Budgets**

The Head of Democratic Services has overall responsibility for Member Development. An annual budget will be included in the Corporate Training budget to support Member Development activities.

### **Online Resources**

The Council understands the time pressures on Members and the positive opportunities presented by technology. The Council's dedicated Intranet site, provides all Members with access to a range of resources, including:

- Induction materials and presentations
- Links to E-learning and online resources designed for Councillors such as those from the WLGA
- Information on key Councillor responsibilities e.g. Safeguarding/Corporate Parenting.
- User guides and tips on using technology.
- Information on how the Council works with links to key plans, strategies and communications.
- Useful links to other websites both internal and external to the Council.

### **Development Sessions**

All Member training and development activities provided will:-

- Be secured from the most effective and appropriate training providers or facilitators from within or outside the Authority.
- Respond to the needs of Members for method and style of delivery.
- Take into account the principles of relevant Council policies.
- Be arranged at times and locations most convenient for Members.

### **Feedback and Evaluation**

Training is monitored for quality and each development session is evaluated through the completion of training evaluation forms which Elected Members/Co-opted Members are encouraged to complete.

This provides an opportunity for individuals to note their learning; provide feedback relating to the course delivery together with the opportunity to note additional training requirements. A copy of this form is seen in appendix 1

In addition feedback by Group Leaders of the impact of learning on the effectiveness of their Members via PDR's.

## **7. STRATEGY DELIVERY**

The Chair of the Democratic Services Committee will oversee the implementation of this strategy and through a report to Council, agree and review training and development activities for Elected Members.

**Miriam Williams**  
**Corporate/ HR Development Manager**  
**February 2019**

## Appendix 2

| <b>ELECTED MEMBER DEVELOPMENT PROGRAMME 2019/20</b>  |   |                             |                        |
|--|---|-----------------------------|------------------------|
| <b>Where possible, training will be arranged Thursdays/Fridays avoiding the first Thursday afternoon each month to avoid clashes with Member briefing sessions. If known, dates/times have been noted.</b> |   |                             |                        |
| <b>TITLE</b>   | <b>AUDIENCE</b>   | <b>PROVIDER</b>             | <b>WHEN</b>            |
|  | <b>Elected Members and Co-opted/Lay Members where appropriate</b> |                             |                        |
| <b>Treasury Management</b>   | Audit Committee   | External                    | <b>June 2019</b>       |
| <b>Safeguarding Issues - Update</b>  | All Elected Members   | Internal                    | <b>To be Confirmed</b> |
| <b>Scrutiny</b> : Series of development areas focusing on e.g. Self-Assessment/ Evaluation; Scrutiny of Performance Data; Chairing Skills; Finance Scrutiny.   | All Elected Members   | Internal/External/ELearning | <b>To be Confirmed</b> |

## Appendix 2

|  |                                |                                     |                                |
|--|--------------------------------|-------------------------------------|--------------------------------|
| <b>Decisions for Future Generations</b> (Wellbeing of Future Generations (Wales) 2015 Act) | All Elected Members <b>(M)</b> | Internal Workshop                   | <b>To be confirmed</b>         |
| <b>General Data Protection Regulation</b> (GDPR) - Refresher                               | All Elected Members <b>(M)</b> | E-Learning/External                 | <b>To be confirmed</b>         |
| <b>Introduction to Equalities</b>  | All Elected Members <b>(M)</b> | E-learning/External                 | <b>May 2019</b>                |
| <b>Equality Impact Assessments</b>   | All Elected Members <b>(M)</b> | External                            | <b>To be confirmed</b>         |
| <b>Community Leadership and Casework</b>   | All Elected Members            | E- learning/External                | <b>To be confirmed</b>         |
| <b>National Approach to Statutory Advocacy</b>   | All Elected Members            | Natalie Brimble<br>TrosGynnal Plant | <b>To be confirmed</b>         |
| <b>Chairing Skills (Managing Meetings)</b>   | All Chairs                     | E-Learning/<br>External             | <b>To be confirmed</b>         |
| <b>WLGA Leadership Programme</b>   | Nominated Elected Members      | Regional workshops                  | <b>October - November 2019</b> |

## Appendix 2

|  |   |                                   |  |
|--|---|-----------------------------------|--|
| <b>Licencing - Update</b>  | Members of the Planning and Licensing Committee<br><b>(M)</b> | Internal                          | <b>To be confirmed</b>                               |
| <b>Health &amp; Safety - Update</b>  | All Elected Members <b>(M)</b>                                | External                          | <b>To be confirmed</b>                               |
| <b>Planning</b> <ul style="list-style-type: none"> <li>• Flood Matters</li> <li>• Elected Members role in the planning process</li> </ul>          | All Elected Members   | External                          | <b>To be confirmed</b>                               |
| <b>Planning – General update session</b>   | All Planning Committee Members <b>(M)</b>                     | Internal/External                 | <b>To be confirmed</b>                               |
| <b>Housing Matters</b> <ul style="list-style-type: none"> <li>• Multi Agency Public Protection Arrangements</li> <li>• Universal Credit</li> </ul> | All Elected Members<br><br>All Elected Members                | Internal/External<br><br>Internal | <b>To be confirmed</b><br><br><b>To be confirmed</b> |
| <b>Constitution - Briefing</b>   | All Elected Members   | Internal                          | <b>To be confirmed</b>                               |

## Appendix 2

|  |                     |          |                        |
|--|---------------------|----------|------------------------|
| <b>Dealing with Challenging Individuals and Difficult Situations</b> | All Elected Members | External | <b>To be confirmed</b> |
| <b>Community Leadership and Identifying Grants</b>                   | All Elected Members | External | <b>To be confirmed</b> |

## ICT SKILLS

|  |                                   |                     |                        |
|--|-----------------------------------|---------------------|------------------------|
| <b>Use of iPads</b>  | All Elected Members               | Internal            | <b>May 2019</b>        |
| <b>General ICT Skills</b>  | All Elected Members - as required | Internal            | <b>Ongoing</b>         |
| <b>Electronic Personal Records (Mileage/Training) – Inputting and Updating</b> | All Elected Members               | Internal            | <b>To be confirmed</b> |
| <b>Media Skills e.g Facebook/Twitter</b>                                       | All Elected Members               | E Learning/External | <b>To be confirmed</b> |

## Appendix 2

### E-LEARNING MODULES

**Elected Members have flexible access to E-Learning Modules. See below details of subject areas currently available. Additional modules will be intermittently introduced as they are developed and information regarding these will be available on MonITor.**

- General Information Governance
- Effective Writing
- Managing Yourself and Your Time
- Emotional Intelligence
- Violence against Women, Domestic Abuse and Sexual Violence
- Prevent
- Introduction to Equality and Diversity
- Stress Awareness
- Work Welsh Welcome
- Ethics and Standards
- Decisions for Future Generations
- Chairing Meetings
- Public Speaking Skills
- Introduction to Scrutiny
- The Effective Ward Councillor
- Corporate Parenting

## Appendix 2

**(M) = Mandatory**

**The programme is an evolving plan which will be amended to include any additional identified training during the year. In addition, briefing sessions on key strategic matters will be held on a monthly basis.**

**Elected Members are actively encouraged to complete evaluation forms for any training they attend in order to identify further training needs. They are also encouraged to record their attendance online.**

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