

Public Document Pack



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DEMOCRATIC SERVICES COMMITTEE

Wednesday, 18th March, 2020

The use of Welsh by participants is welcomed. If you wish to use Welsh please inform us by noon, two working days before the meeting

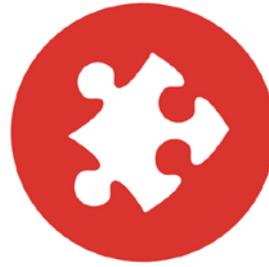
S U P P L E M E N T A R Y P A C K

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| 1. | DRAFT MEMBER DEVELOPMENT STRATEGY AND MEMBER DEVELOPMENT PROGRAMME 2020 |
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To consider the revised draft strategy and Member Development Programme for 2020.

(Pages 1 - 18)

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MEMBER DEVELOPMENT

STRATEGY

2020 - 2022



Status	Version 3
Policy Author	Democratic Services Committee
Date of Issue	July 2018
Agreed by	Council 12-07-2018
Date of Previous Issue	July 2011
Review Date	July 2021

Member Development Strategy for Powys

1. Introduction

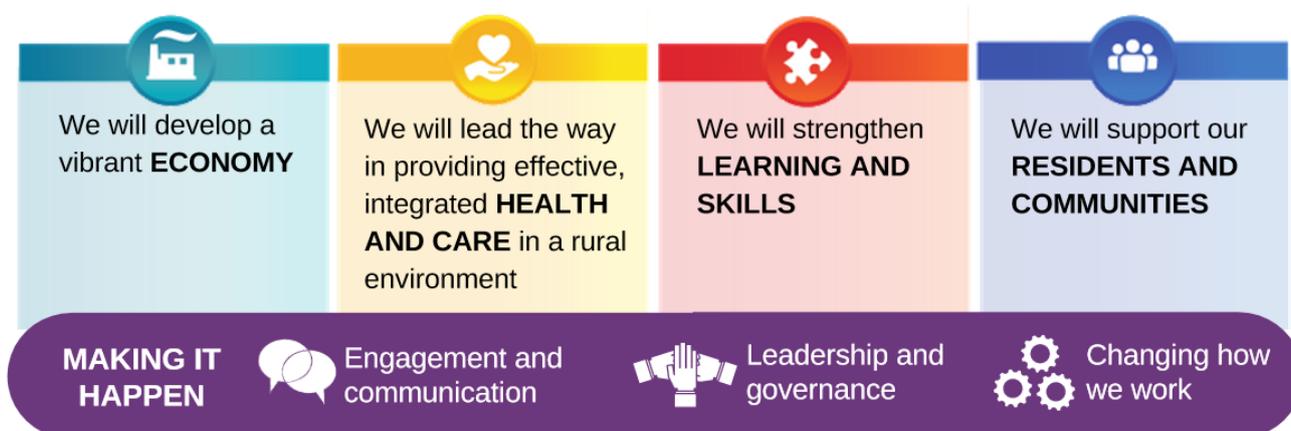
1.1 Powys County Council continues to face significant challenges and changes, with a focus on modernising how it operates and provides services to residents. At this time, it is important that as a Councillor you continuously develop your range of skills and knowledge to ensure you are able to meet these challenges, opportunities and risks and feel fulfilled in discharging your duties. Therefore, as with the expectations of an employee of an organisation, there is an expectation that development opportunities will be provided for Councillors to enable them to undertake their role effectively.

2. Corporate view

2.1 In July 2017 the Council launched Vision 2025 - a compelling vision to make Powys a fantastic place in which to work, play and visit. The Council will be open and enterprising, which means:

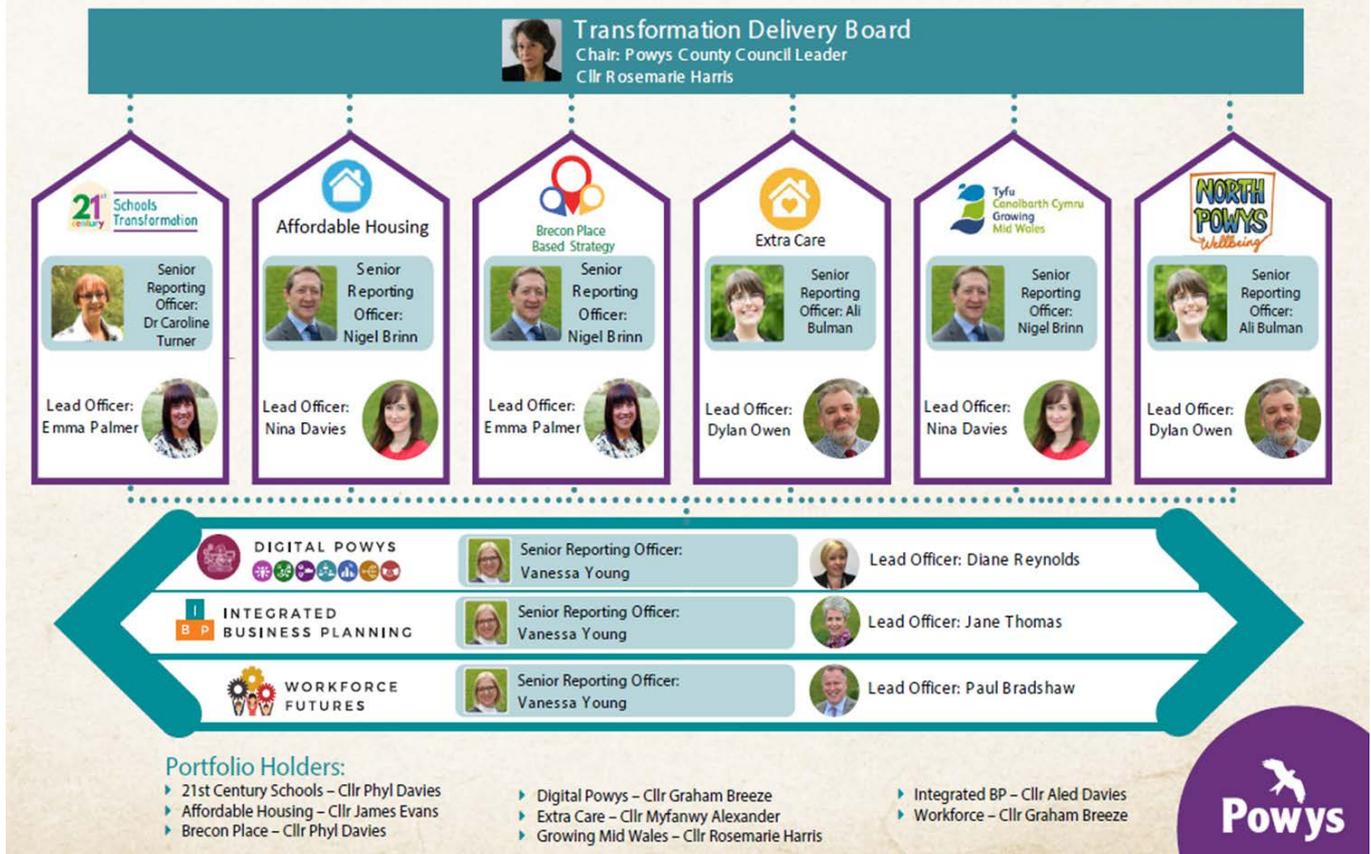
- Working with communities, residents and businesses
- Willing to look at new ways of working and delivering services
- Focussing on solutions rather than problems

Vision 2025 identified four priority areas of work: Economy, Health and Care, Learning and Skills, Residents and Communities (outlined below):



DELIVERING VISION 2025

TRANSFORMING OUR COUNCIL - HOW WE WILL DO THIS



In order to know whether the Council is achieving the priorities and objectives it has set out in its plans, it has a Performance Management and Quality Assurance Framework – see link below.

[Link to Performance Management and Quality Assurance Framework](#)

- 2.2 The Council recognises that one of the many factors in achieving Vision 2025 is the provision of good quality learning and development opportunities for Members with clear objectives and links to the aims of the Council, the roles and functions of Members and the key changes affecting the Council's priorities.

3. Aims of the Strategy

3.1 This Strategy aims to:

- Ensure the Members' Development Programme contributes to the Council's Vision 2025 and Transformation Programme
- Equip you, with a wide variety of skills, knowledge and competencies to fulfil your various roles
- Encourage you in your development, as a Councillor and take up opportunities to develop your knowledge, skills and expertise during your term of office
- Ensure Political Groups and Political Leaders are committed to the various aspects of the Members' Programme



4 A Councillor's role

4.1 Councillors need to be aware of their responsibilities and adhere to rules and regulations. You are accountable to the electorate of your ward [even those that did not vote for you], your political group [if applicable] and to the Council. You must represent the best interests of your citizens, the Council and the community as a whole. In performing your duties, a Councillor you will have the following roles:

- Representing the local interests of the community you are elected to serve (ward Councillor).
- Setting and developing Council policies.
- Helping to shape and advise on the policies of others (partners with whom the Council works).
- Scrutinising and investigating the Council's work and activities and the work and activities of others (statutory partners).
- Promoting and maintaining high standards of behaviour across the Council.

5. Supporting Members in their roles

Learning and Development

5.1 You are required to undertake demanding and varied roles and consequently your development needs are equally challenging and numerous. In addition, you bring knowledge, skills and experience to your role as a Councillor. These need to be acknowledged and used, where appropriate, for the benefit of other Members and/or the work of any Committees.

5.2 Experience has also shown that "development" needs will vary during your term of office and are also dependent on the specific roles you undertake within the Council. These needs can be divided into the following:

- Core [essential] Knowledge and Skills
- Corporate Development
- Service Specific Issues
- Specific Committee Issues





Appendices 1 and 2 provide an overview of the Members' Programme, to support you in your various roles. The Programme will be delivered in a phased way and will include induction, ongoing development and refreshers and development meeting the needs of individuals.

- 5.3** In the past some Councillors have indicated that they do not need any “development or training”. It is important to recognise that “development” not only provides Members with new skills but also knowledge about services etc.

Each year the Members' Programme will be agreed and will consist of:

- **Mandatory development:**



- (i) Sessions which all Members must complete and be provided on two occasions per annum or be available on eLearning or video recording
- (ii) Committee specific sessions, which all Members of such committees must complete
- (iii) Ad hoc mandatory development in response to changes in legislation and/or in response to issues raised within the Council

If you do not complete mandatory development, you will be asked to attend the Standards Committee to explain why the required development has not been undertaken. The Standards Committee will require you to complete the development in a specific timescale. If you fail to do this the Standards Committee is able to suspend a Councillor for a period of time.

- Member development – opportunities to develop skills such as chairing meetings, understanding financial information, leadership
- Members' briefing sessions – briefings which will develop members understanding of issues, new policies, legislation, ways of providing services, role of voluntary and other organisations etc. These sessions will contribute to your understanding of and influence on Vision 2025 and Transformation Programme.
- Member development – provided in specific committees e.g. scrutiny
- Topic workbooks provided by the Welsh Local Government Association [WLGA] and the Local Government Association [LGA], where appropriate to Wales.

- 5.4** The Council diary of Committee dates will also include dates for the Members' Development Programme and details of topics. These details will also be included in your outlook diary.

- 5.5** The Member Development Working Group [MDWG] will develop a rolling three month Members' Programme and details of topics will be promoted to Members. The MDWG will also ensure that the Members' Programme is delivered in a variety of ways including seminars, workshops, eLearning to ensure access. The Council is committed to review how digital technologies and other options for providing the Development Programme can be used to support and enable access.
- 5.6** In addition to participating in the Members' Programme, you are encouraged to attend courses provided for officers to develop contacts with them. Where a course is attended by one member they should advise the MDWG whether such a course should be provided to all other members, as part of the Members' Programme and whether any adjustments should be made to make the course more relevant for members.
- 5.7** You will also be encouraged to participate in development/ briefing sessions held across Wales, such as those organised by the Welsh Local Government Association [WLGA] and where feasible joint sessions will be developed by PCC with other authorities. Opportunities to attend development provided by external organisations may arise and you will need to follow the "Member's attendance at courses and seminars [organised by external providers] guidance. Where attendance is agreed you will be required to provide a report on the course, which will be added, with any useful reports/documents, in the Modern.gov Library and provide a short briefing to other Members as part of the Members' Programme.

Support and resources

- 5.8** You will be provided with IT equipment during your induction. Training on ICT will focus on ensuring Members have the skills to:

	<ul style="list-style-type: none"> • use email to communicate with constituents, officers and other bodies • be able to use social media effectively and know when and what it is best used for social media • access and use on line documents • conduct electronic research • use apps such as Modern.Gov
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- 5.9** To support the above an ICT Service Level Agreement [SLA] was agreed in February 2020 and provides the following:
- Access to ICT support during Standard operational hours: Powys ICT through its End User services team will provide first line support service to members as follows:
 - Monday – Thursday 0830 -1700
 - Friday 0830 – 1630

A member of the End User Services team will be based within the Member's Area within the standard operational hours. ICT member support can be contacted via any of the following methods;



- Walk-in – Members area
- Telephone - 01597 829557
- Skype Call - ICT members/VIP Support
- Skype instant message – ICT members/VIP Support
- Email - memsupp@powys.gov.uk

Note: Members are still free to contact the main ICT Servicedesk if they wish, but their requests will be prioritised and will not be covered by the SLA.

5.10 Officer support is available in the Member Support Unit and the Democratic and Scrutiny Services. The Member Support Agreement 2019 details the range of support [to be reviewed as a result of the forthcoming restructure?]

5.11 Officers will ensure that members with individual needs are supported to enable them to participate in and access development sessions.

If you have any specific support needs to enable you to carry out your duties as a Councillor please contact Head of Legal and DS

6. How the Members' Programme is created

6.1 The involvement of members, officers, political groups, committees and others is detailed below:

- a. Individual members** - It is important that you take responsibility for your development and commit to continually develop and update your knowledge and skills. You are expected to:
- identify your development needs, with support from peers or officers, either by completing a Training Needs Analysis [TNA] or undertaking a Personal Development Review [PDR]
 - complete all Mandatory Member Development, where required
 - attend Member Development and Briefing Sessions to support you in your various roles
 - evaluate the Members' Programme and identify areas for possible future provision so that members' needs are met
 - use your new knowledge and skills within your various roles
 - share knowledge, skills and information with other members.
- b. Democratic Services Committee [DSC]** - The DSC will provide direction in respect of the development and support requirements of Members. The DSC has established a politically balanced, Member Development Working Group [MDWG], which is supported by officers.

The MDWG undertakes the following and reports to the DSC as required:



- oversees the development of the annual Members' Programme,
- considers requests for additional member sessions from members, political groups, directorates and Management Team,
- reviews the evaluation of sessions
- ensures that members' individual needs are met
- develops guidance to support member

- development
- reviews and develops the Council's application for the Wales Charter for Member Support and Development.

- c. Political Groups** – Groups should promote member development opportunities and also encourage and support members' participation. Political Groups should forward their views on member development to the MDWG via their representatives on the Working Group. The MDWG will also seek the views of Political Groups when appropriate.
- d. Political Group Leaders** – Group Leaders should manage members' attendance at Mandatory Development and monitor members' attendance at other member sessions. The MDWG will advise Group Leaders of the non-attendance or non-completion of Mandatory Development and attendance at other sessions. The MDWG will ask Group Leaders for their assistance in ensuring any non-compliant members complete the required mandatory development and find out why they have not attended other development sessions.
- e. Portfolio Holders, Directorates, Departments and Executive Management Team and Senior Leadership Team** – should identify issues for Member development and Member Briefing sessions. Those requesting sessions will be required to complete a Member Development summary form providing information about the session and its aims and objectives. This information will then be considered by the MDWG.
- f. Head of Democratic Services** – will ensure that the Members' Programme is produced, opportunities for development are utilised by the Council, including opportunities for networking with Members from other public bodies both within and outside Powys and that the day to day management of all aspects of Members' Programme is undertaken. The Head of Democratic Services will consider good practice in other authorities etc. when arranging development and briefing activities.
- g. Welsh Local Government Association [WLGA]** – WLGA guidance, support and expertise will be used throughout the development of the Members' Programme.



7. Evaluating effectiveness

- 7.1** Evaluating the effectiveness of the Members' Programme will be continuous and be undertaken by the MDWG to enable it to inform and strengthen the future Members Programme.
- 7.2** Evidence on the effectiveness of member development will be gathered in a variety of ways including:
- Member comment forms and feedback after individual events
 - Online survey of the induction programme
 - Assessment by individual members of the impact of learning on their effectiveness when considering their individual training needs.

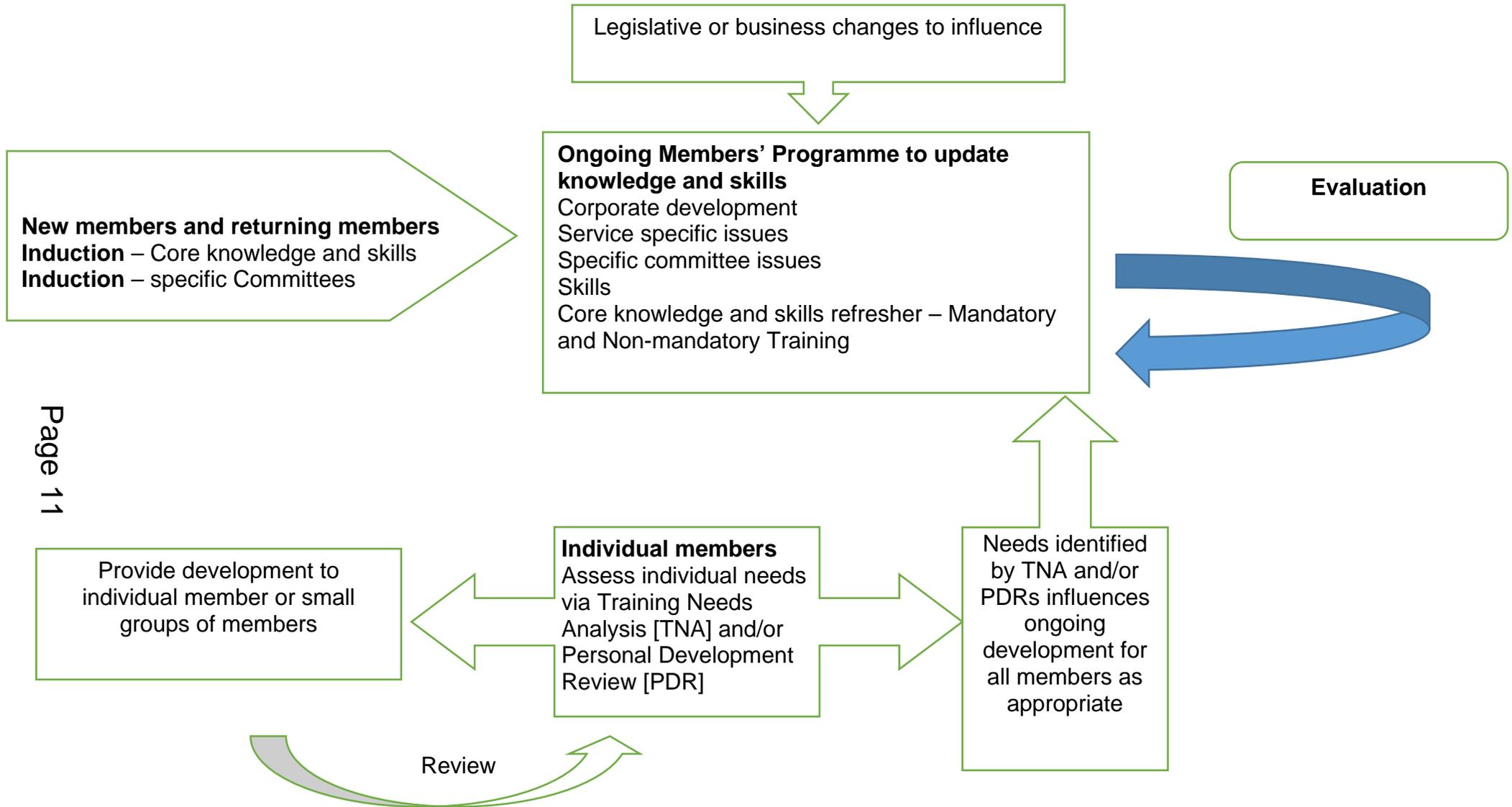
7.3 The Members' Programme will be delivered using a mixed economy of in-house sessions, outside trainers and the MDWG will also consider the costs of the development activity against the benefits derived.

8. The Way Forward

8.1 The MDWG and DSC will develop an action plan to support the Strategy and will deliver the action plan and update this as appropriate, to ensure it continues to be relevant.

8.2 Minutes of the MDWG are received by the DSC. The MDWG will recommend issues to the DSC for consideration and adoption or recommendations to Council. Relevant issues from the MDWG will be reported to the Standards Committee and the latter's views will be sought on issues as required. The Standards Committee and other Committees may ask the MDWG to undertake specific pieces of work and the latter will be added into the action plan.





Member Development during a Council term

Year 1 – May - September

Induction – Core knowledge

New Members Mandatory Induction – to enable New Members to become effective new councillors:

- Introduction to the Council’s priorities, policies, services and structures
- Understanding how the Council works, including committee processes
- Overview of work and remit of each committee
- Meeting the Executive Management Team and Senior Leadership Team
- Partner engagement, including Health, Police, Third Sector etc.
- Local Government Finance

Induction – Core knowledge

All Members Mandatory Induction – to enable Members to become effective new councillors:

- Code of Conduct
- Child protection and vulnerable adults
- Cyber security and GDPR
- Equalities and Diversity
- Treasury Management
- Violence Against Women, Domestic Abuse and Sexual Violence [VAWDASV]

Induction – Core Knowledge

All members [not on planning committee]:

- Planning protocol – the role of local members in planning

Induction - Specific committees - Detailed development for Committee Members to enable them to undertake their duties on specific Committees. Members will be unable to participate in these Committees until this development has been completed.

Year 1 – September – May

Corporate development programme – to support them in their roles. Sessions cover current issues, responding to needs identified by members, senior officers and in response to proposed changes to legislation etc. including:

- Vision 2025 and Transformation
- Finance and budgets Updates
- Performance management
- Community leadership and partnership working
- Community engagement

Sessions will be videoed and made available to Members

Core Skills – including

- IT skills
- Chairing Skills
- Media Skills
- Public speaking skills/effective vocal skills
- Speed reading
- Effective meetings
- Scrutiny skills

Welsh Local Government Association [WLGA] workbooks – *check LGA workbooks*

- Chairing Skills
- Community Safety
- Corporate Parenting
- Equalities and Councillors
- Facilitation and Conflict Resolution
- Handling Casework
- Health and Safety in the Council
- Influencing Skills
- Scrutiny of Finance
- The Effective 'Ward' Councillor

Years 2 – 5 – building knowledge and skills

All Members - Mandatory – to ensure Members meet minimum standards [* eLearning]

- Code of Conduct – year 3
- Child protection and vulnerable adults – two sessions provided annually and you need to complete both
- Cyber security and GDPR* – annual
- Equalities and Diversity
- Treasury Management – two sessions provided annually and you need to attend one session
- Violence Against Women, Domestic Abuse and Sexual Violence Act 2015 [VAWDASV]*

Annual Corporate development programme – ongoing provision to continue to support members in their roles and in response to internal and external changes.

Specific committees – development in response to changes including changes in committee membership.

Individual member or small groups of members

- Courses to meet individual needs – sourced and provided as required.
- Leadership Academy – Opportunities exist to attend the Leadership Academy provided via the WLGA



**POWYS COUNTY COUNCIL
MEMBER DEVELOPMENT PROGRAMME
MARCH 2020-MARCH 2021**

MARCH 2020

16 Mon	CANCELLED 10am-1pm: Financial Services Finance and budget training (now Session 3 as previously cancelled)	Chris Tidswell, CIPFA Jane Thomas
23 Mon	10am: Education Service: Additional Learning Needs [ALN] transformation and the Role of Governors 1.30/2.00 pm: Children's Service Children's Service Transformation Update	Caroline Turner (SRO) Lynette Lovell Geraint Rees Caroline Rees Debbie Lewis Emma Palmer Sarah Quibell Ali Bulman Jan Coles
27 Friday	10am-1pm: Financial Services Finance and budget training (now session 4)	Chris Tidswell, CIPFA Jane Thomas

APRIL 2020

1 Wed	10am: Digital Services: Microsoft Training on Accessibility	Diane Reynolds Microsoft
3 Fri	10am: Commissioning Service: 2019-22 Service Improvement Plan / Extra Care Programme Update	Dylan Owen
23 Thurs	10am: Transformation & Communications Service: Vision 2025 Transformation Programme (2019-20 achievements and 2020-21 plans)/ Power BI for Members 1.30pm/2.00pm: Education Service: Vision for Powys Education	Ness Young Emma Palmer Lynette Lovell

MAY 2020 (NB. Half term 25-29 May)

4 Mon	10am and 1.30/2pm: Adults and Children's Services: Corporate Parenting & Corporate Safeguarding [mandatory]	Michael Gray Jan Coles Kathryn Brooks Holly Gordon Karen Arthur
14	Mid Wales Growth Deal update - on completion of Council annual meetings	Nigel Brinn (SRO)
22 Fri	10am: Adult Services: Adult Services' Transformation Update	Ali Bulman Michael Gray

**POWYS COUNTY COUNCIL
MEMBER DEVELOPMENT PROGRAMME
MARCH 2020-MARCH 2021**

JUNE 2020

5 Fri	10am: Legal Services Code of Conduct (mandatory) Local Government and Elections (Wales) Bill update	Clive Pinney Debby Jones Wyn Richards
15 Mon	10-11:30am: Housing and Community Development: Affordable Housing Programme 11:45am-1:15pm: Financial Services: Council Estate Strategy / Finance Transformation	Nigel Brinn (SRO) Nina Davies Ness Young Jane Thomas

JULY 2020

17 Fri	10am: Integrated Business Planning 2021-24	Ness Young (SRO) Jane Thomas Paul Bradshaw Emma Palmer
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SEPTEMBER 2020

14 Mon	12pm -1pm: Treasury Management 2pm-4 pm: Integrated Business Planning 2021-24	Jane Thomas Ann Owen Richard Bason (Capita Asset Services) Ness Young (SRO) Jane Thomas Paul Bradshaw Emma Palmer
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OCTOBER (NB Half Term 26-30 October)

2 Fri	10-11:30am: Property, Planning & Public Protection: Corporate Landlord 11:45am-1:15pm: Workforce and OD Services: Powys Workforce Futures Programme Update	Nigel Brinn Gwilym Davies Ness Young (SRO) Paul Bradshaw
5 Mon	10-11:30am: Highways, Transport and Recycling: Roads Maintenance Update / HTR Transformation 1:45am-1:15pm: Digital Services: Digital Powys Programme Update	Nigel Brinn Adrian Jervis Ness Young (SRO) Di Reynolds
16 Fri	10am and 1.30/2pm: Adults and Children's Services: Corporate Parenting & Corporate Safeguarding [mandatory]	Michael Gray Jan Coles Kathryn Brooks Holly Gordon Karen Arthur
23 Fri	AM: Financial Services: Local Government Funding Formula & settlement	Jane Thomas External speaker tbc

**POWYS COUNTY COUNCIL
MEMBER DEVELOPMENT PROGRAMME
MARCH 2020-MARCH 2021**

NOVEMBER 2020

9 Mon	AM: Integrated Business Planning 2021-24 Public consultation findings	Ness Young (SRO) Jane Thomas Emma Palmer
16 Mon	10-11:30am: Children's Services: Children's Services' Transformation Update 11:45am-1:15pm: Adult Services: Adult Services' Transformation Update	Ali Bulman Jan Coles Ali Bulman Michael Gray
20 Fri	10-11:30am: Vision 2025 Transformation Programme: Brecon Placed Based Strategy 11:45am-1:15pm: Vision 2025 Transformation Programme: North Powys Wellbeing Programme	Nigel Brinn (SRO) Emma Palmer Ali Bulman (SRO) Dylan Owen

DECEMBER

7 Mon	10-11:30am: Vision 2025: 2021-25 update 11:45am-1:15pm: Draft 2021-24 Medium Term Financial Strategy and Draft 2021-22 Budget	Ness Young Emma Palmer Ness Young Jane Thomas
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JANUARY 2021

Date to be advised	Education Service: Vision 2025 Schools' Transformation Update	

FEBRUARY 2021

MARCH 2021

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