

**Southampton City Council**

# **Member Development Strategy**

**2010- 2013**

Version 1  
Date: April 2011

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## 1. INTRODUCTION

The Member Development Strategy is aimed at providing a long-term view which remains flexible to reflect changing priorities. The key themes identified within this document will be the driving force for the longer term with priorities and actions being regularly reviewed ensuring they continue to reflect current needs.

There is a need for the Council to respond rapidly to change and **'do business better'**, as it strives to be a well-managed organisation delivering excellent and cost effective services that the local communities have helped to shape. This is being done in a context of tightening financial constraints and the need to reflect national priorities into a local setting and make sure the best outcomes for the city are achieved.

The Local Government and Public Involvement in Health Act 2007 and other legislative changes, increased partnership working and citizen's high expectations of Council services place increasing demands and responsibilities on local Councillors. It is therefore of paramount importance that the Council provides effective training, development and support for its Members, and that Members take advantage of it.

## 2. STRATEGIC DIRECTION

The Member Development takes a long-term view but needs to remain flexible to reflect changing priorities. The key themes identified within this document will be the driving force for the longer term, with priorities and actions within them reviewed regularly to make sure they continue to reflect the current needs.

The Local Government and Public Involvement in Health Act 2007 is one of the key drivers of change, and Full Council will take a view on the options which it wishes to consider following public consultation. The decisions made by Council in relation to electoral and other changes are likely to impact on Member learning and development.

Another key driver will be the changing roles of Members, especially in relation to engaging with the public and the duty on local authorities to involve the public. With an increasing emphasis on partnership working, the role of Members is also changing by becoming more strategic and performance based.

Over the last few years, Member development has been an increasing focus in Audit Commission and other inspection regimes, and it is therefore vital to have strategic and robust programmes for Member learning and development.

Changes are also taking place within the Council in relation to organisational development, business planning, service delivery partnerships and business strategies. It is therefore important to link Member Development with Council priorities, including people development strategies, to ensure that Members have the skills and support required to provide strategic leadership for the Council and local communities.

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### 3. PRIORITIES FOR MEMBER DEVELOPMENT

The six strategic themes were agreed by Full Council in May 2009. The first of these is potentially the most relevant to Member Development:-

***Delivering value for money and efficient services, avoiding excessive taxation, ensuing good City governance, and working with neighbouring authorities, partner agencies and with appropriate strategic partnerships (such as the Partnership for South Hampshire).***

The Council strategic themes for the Workforce Strategy were agreed by Cabinet in January 2009 and are as follows:-

- **Developing the Organisation and Delivering Change:** an organisation that embraces change, values continuous improvement, actively develops new ways of working and supports partnerships.
- **Building Leadership and Management Capacity:** Visionary and ambitious leaders who can lead 'beyond the Council' and Managers at all levels in the council who have capability that can deliver successfully through people.
- **Attracting and Retaining Talent:** a place that people are proud to work for and is actively chosen as a 'first option' by potential recruits, where flexibility, adaptability, outstanding contribution and professional expertise and diversity are valued
- **Learning & Developing Skills:** well-developed and qualified workforce with the capacity and capability to raise performance and meet current medium and long term need.
- **Performance and Reward:** a performance management framework and a modern pay and reward system that work together to recognise individual and collective contribution.
- **A Safe & Supportive Working Environment:** Promoting a supportive working environment and a healthy workforce

It is proposed that Member development plans are based on strategic themes. Short-term priorities also need to include need to review and assess the changing roles of Members and develop a skills-based framework to underpin Member development.

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## 4. THE CURRENT POSITION

Member learning and development programmes include the following:-

- Induction Programme: a programme of sessions that commences with Code of Conduct training and a Preparing for Council, with a series of sessions to follow that take account of feedback from previous years and which are tailored to meet the individual needs of new Members.
- Personal Development Planning: All Members are offered 1-1 PDP sessions with a training consultant from South East Employers and/or with the Members' Services Officer. New Members and Members with new roles in particular are encouraged to participate in 1-1 sessions.
- Member Mentoring Scheme: New Members are provided with an officer-mentor when first elected and the mentoring scheme is open to all Members.
- Cabinet Member training: Individual induction programmes are developed by new Cabinet Members in consultation with the Members Services Officer, with Executive Directors and other officers. This can include participation in the IDeA mentoring scheme, 1 in-house sessions with officers, training sessions and seminars.
- Regulatory Panel training: Training for Members on Planning and Rights of Way, Licensing and Employment and Appeals Panel is generally statutory and all Members on regulatory panels are training before the first meeting, although training is ongoing. Planning training also includes training sessions with a barrister as well as sessions with officers.
- Scrutiny training: Scrutiny training is included in the induction programme and some panels organise short training sessions before meetings. Questioning and scrutiny skills were also included as sessions in the Hi Achievers programme.
- Skills training and workshops: A range of skills training and workshops are organised by Members Services and training provided in other services or by partner organisations is promoted to Members. This includes diversity training, personal safety, communication skills and e-learning.
- Standards and Governance: Training sessions on the Code of Conduct are included in induction training, with a refresher session generally held in the autumn and open to all Members. Training is also provided for members of Standards and Governance Committee. A corporate parenting training session is also held annually.
- Member Briefing sessions: A range of Member briefing sessions are held every year by services to keep Members informed about new legislation, policies and initiatives. Training and briefings sessions are also provided by partner organisations and this can include visits to services, police and businesses.

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- IT training: Members are invited to book 1-1 IT training sessions with a qualified trainer and more immediate coaching support is also available from Members' Services.

Members also have training opportunities as Council representatives in external organisations. In addition the political groups provide learning support for new Members, many of whom have "shadowed" individual Cabinet Members during the last year.

Improvements have been made in monitoring systems and reporting Member attendance at training sessions in the last year, although continuing improvements need to be made to the evaluation of Member training. Additional work needs to be done in promoting Personal Development Planning sessions and following up to ensure training needs have been met.

The Member User Group receive quarterly reports on Member Development and Standards and Governance Committee receive an annual report.

Member learning and development needs to be delivered within limited resources and provide value for money. If additional resources are required then a business case will be made.

## **5. FUTURE ACTIONS**

- Further development of the 3-year Member Development Action Plan following consultation and endorsement of the priorities by Standards and Governance Committee and the Member User Group.
- Ongoing actions to review and assess the changing roles of Members and engaging Members in identifying training and support needs.
- Giving all Members an opportunity to have a 1-1 personal development session with South East Employers or a relevant officer improving follow-up to ensure training needs are met.
- To include monitoring and review of PDPs in the Action Plan as requested by Standards and Governance Committee.
- Continued partnership working with Eastleigh and other local authorities to ensure efficiencies and value for money.

### **Member Development Strategy Action Plan 2010-2013**

## Member Development Strategy Action Plan – 2010-2013

| Strategic themes   | Objectives  | Outcomes   | Target Date             | Progress   | 2010-2011   | 2011-2012 | 2012-2013 |
|--|---|--|-------------------------|--|-------------|-----------|-----------|
| <b>Developing the organisation and delivering change</b> | To take ongoing actions to review and assess the changing roles of Members in relation to LG&PIH Act and other legislation affecting roles and responsibilities of Members. | Members changing roles, support and training needs to be identified and delivery plans in place. | Mar-11                  | Report was considered by Council on 15 <sup>th</sup> September 2010  | Complete    |           |           |
|  | To continue and enhance partnership working with Eastleigh and other local authorities to ensure efficiencies and value for money   | Included in annual reports to S&GC and MUG   | April annually          | Shared session with Eastleigh and Havant BCs. Worked with PCC/EBC on political awareness training for staff          | Complete    |           |           |
|  | To consider extension and enhancement of portfolio briefings for non-Exec Members   | Non-Exec Members satisfied that they are being kept informed of portfolio/service developments   | May-11                  | Working with services to co-ordinate Member briefings  | Complete    |           |           |
|  | To provide enhanced training on corporate and statutory priorities  | Included in annual report to S&GC and MUG  | April annually          | Planning and Safeguarding training being enhanced. Safeguarding sessions included in 2011 Member Induction Programme | In progress |           |           |
| <b>Building leadership and management capacity</b>       | To develop 3-year Member Development Action Plan  | Action Plan agreed by Member User Group  | To be reviewed annually | Plan agreed - to be monitored and reviewed by MUG  | In progress |           |           |

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|  | To provide effective learning and development programmes for new and other Cabinet Members in liaison with Directorates        | Knowledgeable and skilled Cabinet Members  | May 2010 and review annually | New Cabinet Member L&D liaised with CS Policy Co-ordinator. SEE PDPs and IDeA mentoring | Complete    |  |  |
| <b>Attracting and retaining talent</b> | To provide enhanced information for candidates and potential candidates  | Effective information on becoming candidate and being a councillor on Southampton Online | May-10                       | Web content reviewed and updated.   | Complete    |  |  |
|  | To provide effective and phased training and support to new Councillors  | Effective induction programme agreed by MUG  | April annually               | Programme for 2011-2012 being developed`  | In progress |  |  |
| <b>Learning and development skills</b> | To engage Members in identifying training and support needs  | Consultation with S&GC and MUG and through PDPs  | April annually               | Enhanced Planning training delivered  | Complete    |  |  |
|  | To give all Members and co-optees a personal invitation to have opportunity for 1-1 PDP planning session in a phased programme | Members with PDPs and list of those who declined   | Sep-10                       | PDPs available to all Members   | Complete    |  |  |
|  | To effectively monitor and review PDPs with Members and include in reports   | Annual reports include monitoring and review of PDPs                                     | Mar-11                       | Improved monitoring and review system being developed                                   | In progress |  |  |
|  | Planning training to be included in induction programme and as regular refresher sessions                                      | Annual Induction and Member Development programme includes planning training             | April annually               | Enhanced planning training in 2010-2011 with new legislation                            | Complete    |  |  |

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|  | Amend training records to identify how non-attendees receive compulsory training                                 | To be included in Annual reports                        | April annually | Training via 1-1s being recorded   | Complete    |  |  |
|  | Enhanced training for Members of Employment and Appeals Panel  | Annual reports include Panel training                   | April annually | Pre-meeting sessions   | In progress |  |  |
|  | To ensure Member Development meets national standards  | To be included in annual reports                        | April annually | Investors in People award includes Member Development. Charter to be considered. | In progress |  |  |
| <b>A safe and supportive working environment</b> | To ensure Members are provided with personal safety and other skills and support for safe and secure environment | Included in Induction and Member Development programmes | April annually | Review and include in programme for May 2010                                     | Complete    |  |  |