

**CABINET  
15TH JULY 2014**

**CHIEF EXECUTIVE'S OFFICE  
HEAD OF DEMOCRATIC SERVICES'  
REPORT NO. DEM1407**

## **MEMBER DEVELOPMENT**

### **1. INTRODUCTION**

- 1.1 Elected Member Development is a key element of the Council's governance framework, and one of the principles of the Council's Code of Corporate Governance. It also helps to support the Council's strategic priorities, particularly around delivering community leadership.
- 1.2 The South East Charter for Member Development provides the Council with a structure and framework for its general approach to councillor training and development, and Rushmoor was the first Council in Hampshire to achieve the Charter standard in 2008. The Council was re-assessed and awarded the Charter again in 2013.
- 1.3 It is now timely to review the arrangements for councillors' involvement in the leadership of Member Development work, to take account of suggestions raised in the most recent Charter assessment report, and of the new work on organisational development to ensure that Members remain effective community leaders.
- 1.4 The purpose of this Report is to propose a new Member Development Group appointed by the Cabinet, which will have responsibility for leading the work to identify councillors' future leadership roles, skills and organisational support requirements, and for the planning, implementation and evaluation of learning and development activities.

### **2. CURRENT FRAMEWORK**

- 2.1 In the past, the Corporate Services Policy and Review Panel has appointed a cross-party Member Training Working Group, to consider Members' training needs, and to act as a co-ordinating body for the implementation of the Training and Development Action Plan.
- 2.2 The key activities that arise from the current Training and Development Action Plan include the preparation and implementation of a rolling programme of seminars and small group training activities delivered through a variety of means, and the co-ordination and publication of learning and development information and resources on the Councillors News and Resources webpages. In addition, work is carried out to identify Members' training needs, and to evaluate and review the benefit of learning and development activities.

### **3. CHARTER ASSESSMENT FEEDBACK**

- 3.1 Following our Charter assessment last year, the assessment team gave the Council feedback on some areas that the Council may wish to consider and take forward in future. The primary feedback, was the suggestion to review the Member Training Working Group, in order to raise its profile and re-position the Group to provide a more visible and strategic lead within the organisation, and with more direct input from the Cabinet. This was to reflect back the nature of the work, and to ensure the leadership role of Members in the work.
- 3.2 Other suggestions for focus, which will be reviewed as part of the planned update to the Training and Development Action Plan this year, include the further exploration of opportunities for joint development activities with other local authorities and partner organisations, and sharing of knowledge from councillors attending network and external events.

### **4. ORGANISATIONAL DEVELOPMENT**

- 4.1 The Council is currently carrying out work, in parallel with the eight-point plan, to ensure that the Council is sustainable in the future. Some elements of the Council's organisational development work have a clear link to issues that relate to Members, and the provision of support to Members in their various councillor roles. It is suggested that these issues could be incorporated in the business of the new Member Development Group. For example, it is proposed to carry out some work to better understand councillors' local community leadership role, and the organisational support requirements for this.

### **5. MEMBER DEVELOPMENT GROUP**

#### **New group and roles**

- 5.1 Taking into account feedback from the Charter assessment, and the opportunity to integrate this with the Member related work arising from organisational development, it is proposed that a new working group, with strategic responsibility for leading on Member Development be appointed by the Cabinet, to replace the previous Member Training Working Group.
- 5.2 The proposed terms of reference for this Group are attached at Appendix 1, and the key areas of work for the next 18 months would include consideration of Rushmoor councillors' community leadership roles, and how this can be best supported, and to update, deliver and monitor the implementation of a revised Member Development Action Plan. It is also proposed that the Group report annually to the Cabinet, and to the Corporate Services Policy and Review Panel for feedback and to assist evaluation.

## **Membership**

- 5.3 It is proposed that the Group will have a core membership of four conservative group members, two labour group members and 1 UKIP member, including the Cabinet Member for Corporate Services and representatives from the Corporate Services Panel, which would normally include the Chairman.
- 5.4 In addition, it is important that the group can draw on the experience and views of a wide group of Members. Therefore it is also proposed that other interested Members could be invited to participate at certain meetings where it is planned to gather feedback and evidence on topics, such as local leadership.

## **6. CONCLUSIONS AND RECOMMENDATION**

- 6.1 It is timely to consider the appointment of a new Member Development Group, with revised responsibilities and terms of reference in order to ensure strategic leadership on matters related to Members Development and to support the Council's current work on organisational development.
- 6.2 The Cabinet is recommended to:
- (i) consider and approve the terms of reference, attached at Appendix 1, for a new Cabinet working group with responsibility for providing strategic leadership of Member Development and related organisational development matters;
  - (ii) agree that the core membership of this Group be on the basis of four conservative group members, two labour group members, and one UKIP member, to include two Cabinet Members, one of whom will be the Cabinet Member with responsibility for Corporate Services and representatives from the Corporate Services Policy and Review Panel; and
  - (iii) authorise the Head of Democratic Services to confirm the membership of the group in consultation with the group leaders.

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**Background Papers:**

Charter Assessment Report 2013

## MEMBER DEVELOPMENT GROUP

### TERMS OF REFERENCE

#### A. FUNCTIONS

1. To develop an understanding of councillors' 'local leadership role' in Rushmoor, and future skills and organisational support requirements.
2. To develop, deliver and monitor the implementation of a revised Member Development Action Plan, which will support Members' local leadership roles and the SEE Charter for elected member development, and to evaluate the impacts and benefits of activities carried out.
3. To consider and develop approaches towards sharing knowledge, resources and experience between Members as part of other approaches to develop a learning organisation.
4. To make recommendations for members' training, support and technology requirements - taking account of evidence from:
  - Feedback from Individual Training Needs Questionnaires
  - Corporate Plan Priorities/Organisational requirements
5. To agree the rolling programme of Members' seminars and training dates, including the Induction programme.
6. To encourage support amongst councillors to engage with Member Development events and activities.
7. To report to the Cabinet and Corporate Services Policy and Review Panel annually on the direction of travel for Member Development at Rushmoor.

#### B. MEMBERSHIP

A cross-party group of councillors appointed by the Cabinet, including the Cabinet Member for Corporate Services, and representation from the Corporate Services Policy and Review Panel.

The suggested core Membership:

- 4 Conservative Members (including two cabinet Members, one of whom is the Cabinet Member for Corporate Services)
- 2 Labour Members (including group or deputy group leader)
- 1 UKIP Member (group or deputy group leader)

Other Members may be invited to join meetings for discussion on particular issues e.g. local leadership