

Bath & North East Somerset Council		
MEETING/ DECISION MAKER:	Policy Development & Scrutiny Panel	
MEETING/ DECISION DATE:	21 March 2018	EXECUTIVE FORWARD PLAN REFERENCE:
		E 9999
TITLE:	Member Development	
WARD:	All	
AN OPEN PUBLIC ITEM		
<p>List of attachments to this report:</p> <p>Please list all the appendices here, clearly indicating any which are exempt and the reasons for exemption;</p>		

1. THE ISSUE

- 1.1. To ensure that members have the skills they need to lead and support change; to continue to improve efficiency, alignment to deliver key priorities and achieve high levels of commitment and confidence in their roles.
- 1.2. This report accompanies a presentation which will be provided at the meeting on the topic of Member Development.

2. RECOMMENDATION

The Panel is asked to:

2.1 Note a phased approach to development through a series of approaches, including:

- Completion of skills audit and need analysis
- Development of proposals for based on the skills audit which will include:
 - a) Individual Member Development

b) Joint Leadership Development

▪ Development of Role Profiles

a) Introduce a system for Member Performance Development Reviews.

and provide comments on the proposals.

3. RESOURCE IMPLICATIONS (FINANCE, PROPERTY, PEOPLE)

- 1.1. A limited budget is available for Member Development so training requirements will need to be prioritised. The specific costs for the proposed approaches will be obtained to ensure value for money. It is essential that development is recognised as a number of solutions rather than attendance at courses or conferences.
- 1.2. The recommendations require a personal commitment to review personal strengths and areas for development, providing support for colleagues and attendance at learning events.

4. STATUTORY CONSIDERATIONS AND BASIS FOR PROPOSAL

None

5. THE REPORT

- 1.3. A number of contextual challenges are reshaping local government and influencing the roles of councillors. Councillor roles are adapting in response to budget reductions, citizens' expectations of the role of local authorities, digital technology, and services coming together in new ways (eg, integration, combined authorities).
- 1.4. In response, the local authority needs to support the learning and development of members to ensure they have the skills and expertise to continue delivering for communities in the 21st century. Many methods are recognized as contributing to learning and development, including guided reading, shadowing, mentoring, peer support, on-the-job learning, self-reflection, and attendance at courses and conferences. A limited budget is available for member development so it is important that needs are clearly defined and learning is maximized through sharing experiences and learning as well as optimizing course attendance.
- 1.5. The actions proposed in this paper have been informed by recent in depth research carried out by Birmingham University in partnership with a number of councils identifying changing roles and key skills need by councillors in the 21st century. There will be a phased approach to the implementation of the actions:

1.6. Skills Audit

- **Delivery of an awareness session** – offered to all councillors for the 21st Century skills by the authors of the report to share learning and to contextualise the skills needs and gaps for a modern councillor. This will help councillors engage with the development process.
- **Define individual needs** – a skills audit is being recommended for all Members based upon the key skills identified by research as noted above.
- **Political Skills framework** – the use of the LGA Political Skills framework for all Members will be encouraged to support individual reflection and growth (*is there a link we can put in?*).
- **Digital Skills support** –the options for developing digital skills for members are being reviewing.

5.6 Leadership Development

- **360 degree feedback** - Encouraging feedback and learning.

1.1. Role Profiles

- **Performance Development Conversation** –The organisation is revising its Performance Review process to be a more frequent conversation about performance and development. Training will be provided for the use of effective PDC.
- **Guidance and Support** – we are developing a member handbook, with ‘how to’ guides which will give guidance and support for new and existing members

6. RATIONALE

1.2. The actions proposed are based upon a framework of the 21st Century Councillor. The 21st Century Councillor research paints a clear picture of the changing social and economic context, the impact of budget reductions on the role of councils, and the changing demands on councillors. It makes a number of recommendations about the changing role of councillors and of the need to support councillors develop the skills and capability to fulfil these new roles well. The recommendations are timely, given the widening gap between what councils are able to provide or do for their citizens, and what the public expect councils to deliver. It is important that during such times of change there is clarity on the role of councillors and of the learning and development needed to help them fulfil their roles.

1.3. The research was conducted by Birmingham University working in partnership with North West Employers and it reviews:

- The range of roles that the 21st Century Councillor is required to perform
- The competencies and skills that councilors require to undertake these roles
- The support and training requirements of these roles

The research is being supported by a number of other Councils and we are hoping to learn from their experience and join their pilot group.

7. RISK MANAGEMENT

- 1.1. A risk assessment related to the issue and recommendations has been undertaken, in compliance with the Council's decision making risk management guidance.
- 1.2. This proposed learning and development programme provides an opportunity for councillors to work effectively in a dynamic and changing environment, so reducing the chance of risks occurring.

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Background papers	<i>21st century councillor</i>
Please contact the report author if you need to access this report in an alternative format	