



Governance Committee Report

Report of: The Director of Legal & Governance

Date: 30 June 2022

Subject: Member Development

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Officer

Summary: This report introduces the Governance Committee to a new area of responsibility added to its remit as part of the transition to the committee system: responsibility for member development. The current Member Development Strategy is appended and the report describes the training completed or planned for the remainder of this year, in line with that strategy.

Recommendations:

- 1. That members give consideration to the existing Member Development Strategy and ongoing member development activity in the current year, for discussion.*

Background Papers: N/A

Category of Report: OPEN

Statutory and Council Policy Checklist

Financial Implications
NO
Legal Implications
NO
Equality of Opportunity Implications
NO
Tackling Health Inequalities Implications
NO
Human rights Implications
NO:
Environmental and Sustainability implications
NO
Economic impact
NO
Community safety implications
NO
Human resources implications
NO
Property implications
NO
Area(s) affected
None
Is the item a matter which is reserved for approval by the City Council?
NO
Press release
NO

MEMBER DEVELOPMENT

1.0 INTRODUCTION

- 1.1 This report introduces the Governance Committee to a new area of responsibility added to its remit as part of the transition to the committee system: responsibility for member development. The current Member Development Strategy is appended and the report describes the plan for the remainder of this year, in line with that strategy.

2.0 BACKGROUND

- 2.1 In 2021 it was felt that a more enhanced Member Development Programme would be needed to support Members in their roles as they adapted to various changes and challenges, including the transition to a committee system and the creation of Local Area Committees. The programme also includes general and mandatory training. A report very similar to this one was received by the Audit and Standards Committee in October 2021. Now that responsibility for Member Development sits with this committee the report has been updated for this new audience, in order to commence discussions about how this committee wishes to steer the strategy and plan.

3.0 MEMBER DEVELOPMENT STRATEGY

- 3.1 A four-year Member Development Strategy was developed in October 2021 and was received by the Audit and Standards Committee. It can be found at Appendix 1 to this report. It describes the overall objectives behind member development activity, the council's commitment to providing this service, the various roles and challenges likely to be encountered by Councillors during the period covered by the strategy and other considerations likely to be important when designing the council's annual Member Development Plans. Importantly, it then describes an overall programme and approach to Member Development which takes these factors into account.

4.0 MEMBER DEVELOPMENT (AND INDUCTION) 2022

- 4.1 2021/2022 was the first year of a new, refreshed approach to Member development. There will be a need for the Governance Committee to consider and agree a new plan before the end of the current municipal year, in order to ensure the quality and relevance of new Councillors' induction in May 2023.

4.2 Induction

- 4.2.1 Two days of induction training took place for new members on 12-13 May following the most recent election. This included the following:

DAY 1	
CEO Welcome	Eugene Walker, Acting Chief Executive Officer
Ethical Standards - Getting Things Right	Gillian Duckworth, Director of Legal & Governance Jason Dietsch, Head of Democratic & Member Services
Empowering Communities through LACs.	Nik Hamilton Head of Communities and/or Jason Siddalls Head of Communities
Handling Complaints and Enquiries	Corleen Bygraves-Paul and Jen Everill
Revenues and Benefits	John Squire, Finance Manager Revenue & Benefits Client Team
How the Council and decision-making works	Jason Dietsch, Head of Democratic & Member Services, Alexander Polak Assistant Director of Governance Laurie Brennan, Head of Policy and Partnerships
Equalities and Diversity	Rabena Sharif, Adeola Banjoko and Adele Robinson, Equalities and Engagement Manager
DAY 2	
Supporting Councillors	Jason Dietsch, Head of Democratic & Member Services, Kelly Harrison
Support for Councillors (ICT, ICT Support Offer, Data Protection, FOI)	Sarah Green & Laura Shaw
Public Health and Emergency Planning	Ruth Granger, Health Improvement Principal & David Owens
AMEY and Streets Ahead	Richard Bulloss, Assistant Head of Highways Maintenance
Sheffield City Council Housing Service	Janet Sharpe, Director of Housing
Waste Collection and Recycling	Andrew France, Waste Strategy Officer

4.2.2 This is in addition to the availability of LGA e-learning for councillors on the following topics:

- Equality, diversity and inclusion
- Local Government Finance
- Biodiversity for councils
- Commissioning council services
- Community engagement and leadership
- Councillor induction
- Facilitation and conflict resolution
- Handling intimidation
- Influencing skills
- Licensing and regulation
- Planning
- Police and crime panels
- Stress management and personal resilience
- Supporting mentally healthier communities
- Supporting your constituents with complex issues
- The effective ward councillor
- UK general data protection regulation (GDPR)

4.3 Committee system training

4.3.1 Furthermore, induction to the new committee system was necessary for all councillors. The following courses have been delivered before or after the transition by a highly regarded external trainer called Bethan Evans with support from Alexander Polak, Assistant Director (Governance):

Good Governance in a Committee System	06/04/2022
Chairing in a Committee System	31/05/2022
The Building Blocks of Good Governance	09/06/2022
Successful Officer/Member Relations	15/06/2022
An Effective Council - Learning from recent reports	20/07/2022

4.3.2 And the following have been delivered by the Centre for Governance and Scrutiny (CfGS), in order to ensure each individual Policy Committee and its Chair had bespoke input and space together to plan ways of working. The CfGS trainers were Andy Fry (Chief Executive), Ian Parry (Head of Consultancy) or Paul Cutler (Associate).

Strategy & Resources - Chair & Deputy	25/05/2022
Housing - Chair & Deputy	30/05/2022
Housing - Whole Committee	30/05/2022
Transport, Region & Climate - Chair & Deputy	06/06/2022
Adult Health & Social Care - Chair & Deputy	06/06/2022
Transport, Region & Climate - Whole Committee	06/06/2022
Adult Health & Social Care - Whole Committee	06/06/2022
Economic Development & Skills - Chair & Deputy	07/06/2022
Economic Development & Skills - Whole Committee	07/06/2022
Communities, Parks & Leisure - Chair & Deputy	10/06/2022
Communities, Parks & Leisure - Whole Committee	10/06/2022
Waste & Street Scene - Chair & Deputy	14/06/2022
Waste & Street Scene - Whole Committee	14/06/2022
Finance (Sub Cttee) - Chair & Deputy & Whole Committee	23/06/2022

4.4 Other training and induction

4.4.1 A range of other member development sessions are either scheduled or in the process of being scheduled for the current year. These include but are not limited to the following:

Policy and Performance	Laurie Brennan	TBC
Corporate Parenting & Safeguarding	Paul Dempsey	TBC
Local Government Finance	Liz Gough & Ryan Keyworth	TBC
Introduction to Planning	Michael Johnson	TBC
Emergency Planning	Claire Hanson (Rotherham)	TBC

Public Health	Greg Fell	TBC
An introduction to the FCM	Jason Dietsch & Paul Robinson	18/07/2022
ICT Skills - O365, email, file organisation	Rachel Marshall	July 2022 - TBC
Introduction to Climate Change	Mark Whitworth/Victoria Penman	
Communications & Engagement	Laura Wileman & Team	TBC
Audit	Linda Hunter	TBC
Planning - Option 1	Victoria Clayton and Dinah Hope	TBC
Planning - Option 2	Victoria Clayton and Dinah Hope	TBC
Introduction to Taxi Licensing	Craig Harper, Claire Bower & Clive Stephenson	27/06/2022
EDI - Licensing Committee Training Session - Public Sector Equality Duty, Consultation and Equality Impact Assessments	Adele Robinson	27/06/2022
Introduction to the Licensing Act 2003	Claire Bower & Shimla Finch	04/07/2022
Safeguarding - Protection of Children & the Vulnerable	Claire Bower & Shimla Finch	04/07/2022
Introduction to Street Trading	Claire Bower & Shimla Finch	20/07/2022
Community Engagement in the new world	Laurie Brennan	TBC
EDI - Public Sector Duties & Equality Impact Assessment	Adele Robinson & Rabena Sharif	12th July
EDI - Licensing -Public Sector & Equality Impact Assessment	Adele Robinson & Rabena Sharif	27/06/22
Carbon Literacy	Victoria Penman & Mark Whitworth	29/06/22
Appropriate use of Social Media	Dominic Chessum	31/03/22

4.4.2 Committee-specific training and development, treated as mandatory, is expected to be routinely offered to all members of the following committees, including in the current year:

- Planning – All planning Members
- HR Appeals Panels – All appeals panel Members
- Licensing – All licensing Members
- Audit & Standards – All audit and standards Members

4.4.3 The work programmes of each new policy committee are currently in development, with the first iteration of them having been agreed at each committee' first meetings in June. Ongoing subject-matter training in the form of briefings or taught sessions are expected to be continuous throughout the year as part of these work programmes.

4.5 Additional Training and Plans

4.5.1 Through additional discussions with officers and Members a list of further training and development topics has been raised. The intention is not necessarily to offer specific courses relating to each of these issues separately, but to ensure these issues are covered by the member development programme as a whole over the coming municipal year and induction cycle.

- Personal Safety – Violence against women and all Members
- Equality, Diversity & Inclusion
- Carbon Literacy
- Cultural Awareness including eg racism, anti-Semitism, Islamophobia
- Media & Technology skills
- Conflict Resolution
- Personal Resilience
- Climate Change
- Standards and Member Code of Conduct
- How Local Area Committees work
- Appropriate use of Social Media
- Health and Social Care
- Portfolio Leadership
- Understanding how the NHS works – commissioning and provision

5.0 Feedback

5.1 Following each training and development session a short survey is sent via a link to each Member that has attended the session. Members are asked to rate the usefulness of the session to them and also to use the form to follow up with any questions that they may have so that these can be followed up with the relevant officer or stakeholder that has delivered the session. Data about member satisfaction will be available to the Governance Committee at the time of setting the strategy and plan for the following year.

6.0 MEMBER WORKING GROUP

6.1 A Member Working Group was formed in September 2021. The group is composed of representatives from each Group as nominated by their Group Leaders. The current membership of this informal meeting are:

Councillor Sue Alston
Councillor Garry Weatherall
Councillor Martin Phipps
Councillor Ruth Mersereau
Councillor Lewis Chinchin

6.2 The aim of this cross-party group is to discuss Member Development needs, offer informal direction to officers who are developing this

programme when consulted, and to help keep members updated on what is happening with development opportunities and what is being planned. These are informal discussions.

- 6.3 The Governance Committee may wish to give consideration to its relationship to this informal group and that group's membership, given that the matter now rests within its terms of reference.

7.0 SHAREPOINT

- 7.1 A Members' SharePoint area, originally set up for Members following the Covid-19 Pandemic, has been updated and enhanced by Rachel Marshall from Democratic Services over the past year and now contains lots of information about member development courses and resources. All resources from training sessions are added to this site alongside useful training videos and links to the LGA.

8.0 LEGAL AND FINANCIAL IMPLICATIONS

- 8.1 There are no specific financial implications from this report. Training sessions are provided by a mix of internal officers and external providers for more specialist topics, funded from existing budgets. In the event that new specific initiatives were proposed, the funding would be approved through the appropriate decision making route.

There is no legal requirement to provide training for Members. However, doing so ensures that they have a knowledge and awareness of the Council's and their own statutory obligations and enables the efficient running of Council business.

9.0 EQUALITY OF OPPORTUNITY IMPLICATIONS

- 9.1 As a Public Authority, we have legal requirements under section 149 of the Equality Act 2010. These are often collectively referred to as the 'general duties to promote equality'. We have considered our obligations under our Duties and found that whilst there are some direct equality of opportunity implications arising as a result of this report, we have taken our duty into account and at this stage a more detailed EIA is not required. We will however continue to assess our Member development plan in line with our commitments to Equality diversity and inclusion and our Duties. We are for example ensuring that all Members are aware of their responsibilities and obligations under the Equality Act and the Councils overall Duties. This training is highlighted in the report in several places, following feedback from the training undertaken we will further develop more specific training as required.

10.0 APPENDICES

- 10.1 Appendix 1 – Member Development Strategy

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Sheffield City Council

Member Development Strategy 2021-2025

Introduction

Sheffield City Council is committed to continuous improvement, innovation, and best value in the services it provides and encourages both Councillors and employees to develop their full potential.

This four-year strategy is being agreed at a time when the Council's governance model is fundamentally changing for the first time in over 20 years. During this period, four 'Annual Member Development Plans' will be agreed, aiming to prepare Councillors for this change and responding to their needs once it is in place. Alongside this, the Council must not lose sight of all the other usual demands and challenges which make member development crucial in any local authority.

Local Government is set in a fast-changing environment and Members must have the opportunities to develop the tools and skills they need to deliver a challenging agenda. The Member Development Programme aims to provide Members with the tools and ongoing skills they need to mobilise local communities, grow community capacity, support local innovation and to be able to take important decisions and represent their constituents.

The Council's strategy is to differentiate the learning and development opportunities depending on the multiple overlapping roles that individual councillors may play and to align our training and development offer to those roles and responsibilities.

The Aims and Objectives of the Strategy

This Strategy sets out the Council's objectives for member development and how those objectives will be achieved so we can effectively support Councillors and help them to develop. The Strategy links to the Council's commitment to openness and transparency and draws on [The 21st Century Councillor](#). It recognises that the appropriate skill set for councillors is changing and that Councillors need support to work in new ways. It aims to provide clear direction and purpose for member development in order to achieve:

- Motivated and skilled councillors
- A consistent approach to member training and development;
- Equality of opportunity; and

Appendix 1

- Confident Members who are well-equipped and able to carry out their roles effectively.

This Strategy provides a framework for a member development programme that reflects best practice and achieves the following objectives:

- Political leadership capability enabling the Council's priorities to be achieved;
- Linking member learning and development to the Council's priorities;
- Creating shared values and behaviours throughout the Council in order to work as one team for the benefit of all;
- Building the capacity to adapt and change in order to respond to the changing environment and exploit the benefits of technology;
- Delivering learning and development in innovative ways to make the best use of the resources available to the Council e.g. e-learning;
- Giving priority to addressing basic skills needs and providing ICT skills development opportunities for Members;
- Enabling Members to support communities and act as advocates as appropriate;
- Increasing skills development to ensure Members can remain as effective Councillors in Sheffield.

Commitment to the Strategy

The Council will demonstrate its commitment to the Strategy through:

- The formal adoption of this Strategy by the Full Council;
- An organisation-wide understanding and recognition that Members have individual learning and development needs;
- Member Development Sessions, presentations, committee specific training and other formal and informal learning opportunities designed and delivered in relation to the Council's corporate priorities;
- A structured induction programme which is provided for every newly elected member;
- Learning and development activity being shared with Members, officers, partners and other authorities where appropriate;
- An annual budget and resource allocation for member learning and development;
- A variety of learning and development opportunities available to meet individual member's needs, at different times of the day if required; and
- Officer support through Democratic Services who will support the training and development of Members through:
 - Co-ordinating all training for Members;
 - Ensuring that all Members are aware of training and development opportunities;
 - Devising a comprehensive training and development programme.

What are the roles that members play in the committee-led future council?

Appendix 1

The role of an elected Member is a rewarding form of public service where individuals can make a difference to the quality of other people's daily lives. Being an effective Member requires hard work where Members must balance the needs and interests of their residents, voters, political groups and the Council. All these interest groups will make legitimate demands on the Member's time on top of their personal responsibilities to family, workplace and friends. It is therefore important that Members understand their role and its demands so they can perform responsibly and effectively for the Council and maintain the quality of their personal lives.

Most members' roles will include the following:

- Representing the ward;
- Decision-making;
- Policy and strategy review and development;
- Regulatory duties; and
- Community leadership and engagement
- Sharing responsibility for specific things such as the Council's role as corporate parent to looked-after children
- Working as part of a political Group
- Working as part of one or more committees

Some members' roles will also include:

- Being Chair of one or more Committees
- Being the Lord Mayor and Chairing Full Council
- Statutory responsibilities such as being Lead Member for Children's Social Care
- Being a specialist on certain areas of policy and decision-making (such as planning)

Representing the ward

The primary role of a Member is to represent their ward and the people who live in it. They also have a responsibility to communicate Council policy and decisions and the reasons for those decisions to people in their ward.

Chairing Committees and being chaired

Some members need to be skilled at chairing and all members need to be skilled at being a member of a committee.

- Policy Committees
- Regulatory Committees
- Other Committees
- Full Council (Lord Mayor)

These require different chairing and committee memberships skills

Decision-making

Members have a central part to play in making decisions that impact on their ward and across the whole area covered by the Council. They will be involved in decision-making through:

- Full Council;

Appendix 1

- Policy Committees
- Regulatory committees such as planning and highways or licensing;
- Local voluntary organisation management;
- Sitting on boards and as school governors;
- Membership of partnership boards; and
- Being appointers of staff on appointments panels and disciplinary or grievance appeals.

Policy and Strategy

Members influence and determine the development and review of the Council's policy and strategy. They contribute to this through their set of technical skills and subject specific knowledge that members need to sit effectively on these kinds of committees:

- Membership of Policy Committees, and influencing other policy committees via their groups
- Involvement in advisory groups and partnerships;
- Role as a representative on local community groups;
- Role on area forums and committees;
- Case work; and
- Membership of a political group
- Audit
- Governance Committee

Regulatory Duties

Local authorities provide services and also act as regulators. Members have roles on special committees appointed directly by the Council, such as audit and standards, planning and highways, and licensing committees. They are required to act independently and are not subject to the party group whip. There are a set of technical skills and subject specific knowledge that members need so they are effective on these kinds of committees.

Community Leadership and Engagement

Community leadership is at the heart of modern local government and councils are taking on new responsibilities for working in partnership with other organisations, including the voluntary, community and faith sectors, to improve services and the quality of life of citizens.

- Survey data?
- What members have told us?
- What areas of the system are changing the most?
- What roles carry greatest risks (eg some roles require decisions which carry greater risks of eg Judicial Review etc, or financial implications)

Appendix 1

How will we deliver Learning & Development to Members?

- It will be virtual by default;
- Using our internal budget wisely;
- Collaborate with partners – e.g. LGA, CfGS
- E-learning as appropriate;
- Bringing in external expertise where necessary;
- Continued assessment of members' needs (via regular survey);
- Continued assessment of quality of the training delivered (via three point feedback from members ie before, at and after training)

Expectations around Attendance

The Working Group will monitor attendance and evaluations of member development activity. This is to make sure that attendance and participation are in line with our aspirations to ensure that Member Development is successful and inclusive for all Members.

The following terms will be used to help set the expectations around participation and attendance:

- **Mandatory** – failure to attend would breach the constitution or prevent you from sitting on a specific committee
- **Essential** – Members are expected by their own Group Leaders to attend
- **Encouraged** – Members would benefit from attending and it will be relevant to all members
- **Welcome** – Members would benefit from attending, but it may be less relevant for some.

The Learning and Development programme

This Strategy will be supported through the development of a Learning and development Programme. This programme will be responsive to:

- Individual needs of Members;
- The regular election cycle and by-elections;
- Legislative and regulatory changes;
- Changing Government priorities; and
- Local priorities.

The programme will comprise five training and development streams:

1. Induction and Committee Specific;
2. Local Area Committee;
3. Local Government Association;
4. Transitioning to a Committee System: and
5. Miscellaneous

Appendix 1

Each of the above is explained in a little more detail below

Induction and Committee Specific Training and Development

Following the election, successful candidates will be provided with an induction pack and general induction aimed to get them 'up and running' in their new role. The induction sessions will be discussion based with plenty of scope for Q&As. They will be well supported with written materials, multi-media presentations and interactive aspects. For newly elected Members there are seven development sessions delivered by officers:

- Introduction to the Council,
- Corporate Parenting and Safeguarding,
- Local Government Finance,
- Emergency Planning,
- Public Health,
- Introduction to Planning for Newly Elected Members and
- Policy and Performance,

Committee specific training would ideally take place before initial meeting of each committee. The induction process will continue with a series of training events focussed on members' specific committee specialisms. These will take place before the first meeting of the respective committees to ensure they are prepared for the work they will undertake. These will include sessions on:

- Planning – All planning Members
- HR Appeals Panels – All appeals panel Members
- Licensing – All licensing Members
- Audit & Standards – All audit and standards Members
- Scrutiny – All scrutiny Members
- Equality, Diversity & Inclusion – All Members
- Information Management – All Members

Further committee specific sessions will take place through the year, if required. Refresher sessions will happen immediately prior to the first meeting of a committee each municipal year.

Local Area Committee Training and Development

Initially a programme of development for officers was put together at the request of the Empowering Communities Programme (ECP). Following these sessions the ECP Board felt that Members would benefit from receiving similar development opportunities to assist them in their new roles within the Local Area Committees. There are thirty sessions in total which scope various topics.

Appendix 1

Local Government Association Training and Development – We still do not have answers!

The Local Government Association (LGA) have offered one year's worth of training and development to SCC. Sessions delivered by the LGA are offered to all Members, however there may be some instances where training is delivered in single party groups. This offer will be utilised where appropriate and when possible.

Transitioning to a Committee System Training and Development

A list of topics was compiled as to what would be the most imminent needs for training and development are for transitioning to a committee system. The draft list includes, but is not limited to:

- Scrutiny – whether or not a separate scrutiny committee exists in the new governance model, there will be some statutory scrutiny functions to undertake and, as per the Governance Committee's draft design principles, a need to ensure that decision-makers are effectively held to account by whatever system is in place.
- How to be an effective committee member (including 'how to disagree well').
- Chairing and Vice-chairing in Sheffield's committee system.
- Chairing and Vice-chairing Local Area Committees.
- Community Engagement
- Leadership and decision-making in a committee system.
- Lord Mayor Training
- Audit Committee
- Policy and Performance

Training and development which falls under this stream will only take place this municipal year whilst the transition is in progress.

Miscellaneous and Ongoing Training and Development

Through additional discussions with officers and Members a list of further training and development topics have been raised. The intention is not necessarily to offer specific courses relating to each of these issues separately, but to ensure these issues are covered by the member development programme over the coming municipal year and induction cycle.

- Personal Safety – Violence against women and all Members
- Equality, Diversity & Inclusion
- Carbon Literacy
- Cultural Awareness including eg racism, anti-Semitism, Islamophobia
- Media & Technology skills
- Conflict Resolution
- Personal Resilience

Appendix 1

- Climate Change
- Standards and Member Code of Conduct
- How Local Area Committees work
- Appropriate use of Social Media
- Health and Social Care
- Portfolio Leadership

Delivering the Programme

The Council recognises that Members will have their own preferred learning styles and respond differently to different learning methods employed during training and development events. Similarly, Members will also have differing time requirements because of work or family commitments.

The following range of learning and development opportunities will be explored for the use in the Council.

- Briefings/explanations of policies;
- Seminar/Webinars;
- Workshops;
- Role plays;
- Study visits;
- Coaching;
- Mentoring;
- Conferences;
- E-learning websites;
- Case Studies;
- Networking and shadowing.

Monitoring, Review and Evaluation

Following each training and development session a short survey is sent via a link to each Member that has attended the session. Members are asked to rate the usefulness of the session to them and also to use the form to follow up with any questions that they may have so that these can be followed up with the relevant officer or stakeholder in order to provide the correct answer.

Member Working Group

A Member Working Group was formed in mid-September. The group comprises of 3 cross party Members and the hope is that it will expand. The aim of this cross-party group is to discuss Member Development needs, offer informal direction to officers who are developing this programme when consulted, and to help keep members updated on what is happening with development opportunities and what is being planned. These are informal discussions.

Member Development Site – SharePoint

It was raised by some Members that they would like a central place to access useful resources and information. A SharePoint area was previously set up for Members following

Appendix 1

the Covid-19 Pandemic. This has now been updated and enhanced and is available for access. All Members have been informed of this via email and verbally in some training and development sessions. Instructions have been provided on how to access the site. All resources from training sessions are added to this site alongside useful training videos and links to the LGA. There is a direct link to the Local Area Committees SharePoint site too. This SharePoint site will continually expand with useful resources, links and information for Members.

Member Development Plan

The Member Development Plan is a separate document which outlines the vision for training and development over the next coming year.

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