

## THE ROYAL BOROUGH OF KENSINGTON AND CHELSEA

COUNCIL 23 June 2010

### MEMBER TRAINING AND DEVELOPMENT - ANNUAL REPORT 2009/10

#### REPORT OF THE CHAIRMAN OF THE MEMBER TRAINING AND DEVELOPMENT STEERING GROUP

This report summarises the work of the Member Training and Development Steering Group and the training and development activity undertaken by Councillors during the financial year 2009/10, together with associated costs.

**FOR INFORMATION**

#### **1.0 INTRODUCTION**

1.1 In June 2007 the Member Training and Development Steering Group (MTDSG) was established, chaired by Councillor Christopher Buckmaster, with the brief to produce:

- A policy for member development
- A strategy for delivering the policy
- A template of expected training and development linked to roles
- A member learning and development plan based on assessment of need against the template
- A budget plan for member development
- A process for reviewing and evaluating the benefit of the investment in member development
- Proposals to encourage Members to become better community leaders

1.2 The Steering Group has met regularly since it was established and this is the second report to Council on the work of the group and training and development undertaken by Councillors.

#### **2.0 THE STEERING GROUP**

2.1 The Steering Group is made up of four Councillors and three officers:

- Councillor Christopher Buckmaster – Chairman
- Councillor Priscilla Frazer
- Councillor Tony Holt
- Councillor Emma Dent Coad
- Robert Sheppard – Head of Governance Services
- Dr. Clive Mentzel – Scrutiny Development Manager
- Mary Ann Lord – Head of Personnel

2.2 The purpose of the Steering Group is to ensure that resources for Member development are used to:

1 Focus on the strategic priorities of the Council

2 Help Members better understand the technicalities of the Council e.g. budget setting so they can effectively monitor performance and make constructive recommendations

3 Provide development opportunities for Councillors to equip them with the skills and knowledge needed to be strong and effective community leaders

4 Achieve and maintain London Member Development Charter recognition.

### **3.0 THE LONDON MEMBER DEVELOPMENT CHARTER**

3.1 In March 2007 the Cabinet agreed that the Council would make a commitment to the London Member Development Charter (LMDC). This was granted in September 2008 for three years.

3.2 The MTDSG will, during the current year be reviewing progress made against the Charter principles with a view to preparing for a successful fresh application and reassessment visit in 2011.

3.3 The London Member Development Charter provides a framework to help councils review their approach to member development and ensure that resources are driven by need and priority. It requires all-party commitment and to be Member-led.

3.4 The role of Councillor as community leader is increasingly complex and demanding. If the Council is to achieve its long term ambitions Councillor development has to remain a high priority and at times of economic pressure be focused and tightly aligned to strategic priorities.

### **4.0 MEMBERS TRAINING AND DEVELOPMENT NEEDS**

4.1 All Councillors are aware that they are expected to take their training and development seriously and to attend training relevant

to their area of responsibility. Training and development needs are identified and met in a number of ways:

- All Councillors are encouraged to have a one-to-one meeting with one of the officers in order that their training needs can be identified and a personal development plan (PDP) prepared
- Officers arrange update workshops on topics that require Councillors to be updated on legislative and other changes, e.g. periodic Licensing Committee updates
- Councillors who take on a new role are invited to attend a meeting with officers to identify other training needs associated with the new role
- Councillors identify needs and seek approval to attend training
- The Leader also makes suggestions where he feels it would be helpful to develop particular skills that Councillors may require for the future
- Following local elections new Councillors are invited to meet with the Head of Personnel as part of their induction programme to identify immediate training or development needs to help them establish themselves in their new role They will be invited to further meetings to review on going needs.

## **5. TRAINING OPPORTUNITIES**

- 5.1 Training opportunities and courses are advertised to Councillors through a quarterly training Prospectus. This is supplemented by targeted emails on topics of particular interest. Increasingly, Councillors are identifying areas of interest for themselves.
- 5.2 Business Groups identify topics that they feel are relevant and necessary to ensure that Councillors are kept up to date on new topics or issues. The Steering Group also make suggestions.
- 5.3 The range of training undertaken is wide and includes:
- Business Group updates on specific topics
  - External conferences, e.g. the Planning Summer School
  - Internal personal development programmes, e.g. Chairing Skills workshop
  - One-to-one coaching e.g. on personal presentation and personal impact
  - Books, information/guidance and briefings /visits
- 5.4 Last year Councillors took part in some 39 different events resulting in approximately 76 learning or training days or part days. 30 Councillors took part in some form or recorded training activity

during the year. A number of internal events were organised including:

A seminar by the Planning and Borough Development Business Group on daylight and sunlight issues in planning – 7 Councillors attended

A seminar on Better Air for Better Health hosted by Councillor Taylor – 12 Councillors attended

A workshop on Chairing Skills attended by four Councillors along with four Councillors from neighbouring authorities

A workshop by the Family and Children's Services Business Group on the new arrangements for planning and commissioning education and training for 14-19 years olds – 6 Councillors attended

- 5.5 It is a **condition** of Councillors attending training or development course or event funded by the Council that they provide feedback on that event so that others can learn from their experience. Feedback also enables decisions to be made about whether to invest in that event in the future. Over the last year the Steering Group has placed greater emphasis on the need for such feedback, and Members are now becoming used to writing a brief item on their experiences for the periodic Member Training and Development Newsletter.
- 5.7 The Council will continue to look to run joint training events with neighbouring councils.
- 5.8 A summary of training attended is attached in Appendix A.

## **6.0 TRAINING BUDGET**

- 6.1 The budget for Member Training and Development for 2009/10 was £42,260. This covers internal and external events and conferences as well as travel and other expenses associated with attending. A total of £31,054 was spent during the year leaving an under spend of £11,206 representing 26.5 per cent of the budget Last year the under spend was slightly higher at 28 per cent.
- 6.2 Whilst there has been an under spend for the last two years it is anticipated that demand on the budget will be higher following the May elections.

## **7.0 THE NEWSLETTER**

- 7.1 The Steering Group commissions a periodic (usually twice-yearly) Newsletter for Councillors. In addition to updating Councillors on various issues, the Newsletter has become an important way of sharing feedback from training events.

## **8.0 THE CHALLENGES AHEAD**

- 9.1 Looking forward, the key challenge for 2010/11 will be to support new Councillors establish themselves in their roles. An induction programme is underway and a new Induction Handbook has been prepared for all existing and new Councillors.

### **FOR INFORMATION**

Councillor Christopher Buckmaster  
Chairman, Member Training and Development Steering Group

**Background papers used in the preparation of this report:** Steering Group agenda papers and minutes and training records

**Officer contact:** Mary-Ann Lord, Head of Personnel, on 020 7361 2347 and at [mary-ann.lord@rbkc.gov.uk](mailto:mary-ann.lord@rbkc.gov.uk)

**Training and Development undertaken by Councillors  
April 2009 – March 2010**

<b>Title of event</b>	<b>Councillors attending</b>	<b>External Internal</b>
Integrated Transport London 2009	Cllr Paget-Brown	E
Finance Open Scrutiny Seminar	Cllr Dent Coad Cllr Mills Cllr Palmer	E
Data Protection in the Public Sector – the Way Forward	Cllr Campion	E
Community Empowerment: Reconnecting Local Councils to their Community	Cllr Dent Coad Cllr Williams	E
The Fundamentals of Local Government	Cllr Caruana	E
Planning Summer School	Cllr Blakeman Cllr Cunningham Cllr Donaldson Cllr Lamont	E
Towards May 2010: The Future of Local Politics: London Councils' Summit	Cllr B Campbell Cllr Campion Cllr Cockell Cllr Paget-Brown	E
Improving Child Protection Procedures	Cllr E Campbell	E
Parliamentary Seminar Series	Cllr Taylor	E
Introduction to Finance	Cllr F Buxton Cllr T Buxton Cllr Caruana	E
The Great British Refurb.: 40% Energy Reduction in Homes	Cllr Dent Coad	E
What Future for Social and Affordable Housing?	Cllr Blakeman Cllr Dent Coad	E
LGA Conference	Cllr Cockell	E
Effective Surveys and Questionnaires	Cllr Blakeman	E
Community Leadership	Cllr Blakeman Cllr Freeman	E
Common purpose – Meridian Programme	Cllr Mills	E

The Next Generation of Housing	Cllr Blakeman Cllr Dent Coad	E
Total Place	Cllr Ahern	E
Cloud Computing – Towards Digital Government	Cllr Campion	E
Inspiring School Design Master Class	Cllr Feilding-Mellen	E
Inside Government Forum	Cllr Dent Coad	E
LGIU Participatory Budgeting	Cllr Dent Coad	E
Urban Design Successful Place	Cllr Dent Coad	E
National Children and Adults Service Conference	Cllr Mills	E
Questioning Skills and Techniques	Cllr Mrs Taylor Cllr Williams	E
Impact of the Recession on the Country	Cllr Williams	E
Open House workshop	Cllr Williams	E
Carers Joint Strategy Launch	Cllr Ritchie	E
Personalisation	Cllr Dent-Coad Cllr Williams	E
Induction sessions: Governance Finance	Cllr Caruana	I
One to One IT coaching	Cllr Donaldson	I
Planning Seminar – Daylight and Sunlight Issues	Cllr T Buxton Cllr Campion Cllr Cunningham Cllr Lamont Cllr Frazer Cllr Phelps Cllr Williams	I
Blackberry Training for new users	Cllr Paget-Brown	I
MS Office	Cllr Cunningham	I
Chairing Skills RADA	Cllr E Campbell Cllr Feilding-Mellen Cllr Lamont Cllr Palmer	I
1-1 follow up coaching Chairing Skills	Cllr Fielding-Mellen Cllr E Campbell	E

Coaching sessions	Cllr Cockell	E
Coaching sessions	Cllr Mills	E
Better Air for Better Health	Cllr B Campbell Cllr Corbett Singleton Cllr Cunningham Cllr Dr Hanham Cllr Lady Hanham Cllr Holt Cllr Lamont Cllr Miss Weatherhead Cllr Mrs Taylor Cllr O'Neill Cllr Paget-Brown Cllr Warrick	I
Planning and Commissioning Education and Training for 16-19 year olds	Cllr Buckmaster Cllr B Campbell Cllr Ahern Cllr Cunningham Cllr Ritchie Cllr Williams	I