

Oxford City Council

Member Development

A draft proposal

18 July 2006

FOR DISCUSSION

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Introduction

This proposal has been developed following discussions with the working group on member development. It details and costs the delivery of a full range of IDeA products and services.

The proposal does not cover the existing involvement of Gatenby Sanderson. There is, however firm commitment from both GS and the IDeA that we will work together - and with the councillors and officers of Oxford City - to ensure that the overall programme is delivered in a way that complements and builds on the separate components provided by the each agency.

1 Member Development

1.1 Leader and Executive Board Mentoring

The National Councillor Mentoring Programme is a new approach to mentoring. It has been developed through work in a variety of councils where individual councillors and groups of councillors have been supported to develop their roles and capacities through mentoring.

In developing the service we believe strongly that this should be client led and create opportunities for members to gain experience both from within and external to their own authority. Many local authorities find it difficult to create their own internal programme. Where a programme exists within a local authority, authorities find it difficult to ensure that it is flexible enough to support newly elected Councillors and address new challenges existing councillors face whose position or area of focus changes over time.

At the first meeting between each mentor and mentee a tailor-made learning agreement will be finalised. This agreement will be based upon the selection from the Skills Framework for Elected Members, a menu of competencies required to perform effectively as a Councillor, of competencies that the mentee would like to develop through their relationship with their mentor.

Our work will focus on supporting individual councillors and the learning objectives of the mentoring work will be to:

- Help develop the specialist role(s) of Oxford City councillors with emphasis on enhancing the relationships, knowledge, skills and experience in the role(s) they are responsible for.
- Provide support, clarity and advice about the complex and diverse issues that arise within these roles.
- Improve performance, effectiveness and 'survival' skills, by focusing on the resolution of real life problems 'at work' in an atmosphere of experiential learning and review.
- Develop the effectiveness of the Executive Board through enhancing organisational capacity and competence.
- Facilitate consensual working on the Executive Board

Methodology

We will draw on our experience of working with many local authorities to help support their improvement. All of our work will be practically based, each with clear outputs. We recognise the importance of ensuring a joined-up approach to delivering the IDeA inputs. To achieve this, as already outlined we will provide a dedicated Project Manager. We will collaborate with you at all times to set the necessary detailed plans in place to deliver, monitor and evaluate all of our involvement.

The arrangements for Leader and One to One Mentoring are bespoke to the recipient mentee and councilor (s) involved. A pool of expertise is available drawn from within local and central government as well as the business community, voluntary sectors and black, minority networks. This mentoring will help strengthen individual understanding in specialist areas of leadership and management for senior councillors.

This will be achieved through:

- A tailor-made learning agreement will be finalised within the first meeting between the mentor and mentee to suit leader and members needs but likely to include one-one meetings, participative observation, self-awareness and learning from good practice.
- Review meetings with leader and Executive Board members which will take place at relevant and agreed times during or after delivery but allowing sufficient time for reflection on actions taken, exercise of new behaviours, strategies etc.
- Telephone and e-mentoring contact throughout and for reasonable period thereafter (not more than two months).

Evaluation

- Final evaluation/review with (Oxford City councillors and officers) to appraise role mentoring outcomes. Completed evaluation will inform future development of role mentoring activities and wider evaluation of the Councillor Mentoring Programme.

The details below follow an approach recommended by the Councillor Mentoring Programme and Richard Kemp's discussions with both John Goddard and Caroline Bull. It should be noted that the amount of mentoring available could be tailored according to the Council's priorities and budget.

Phase and Strand	Team Member	Days	Day Rate (£)	Fee	
Phase 1 Inception (weeks 1 – 3) 1. Peer Engagement Plan and agree peer member mentoring, <ul style="list-style-type: none"> • Leader mentoring • One to One x 6 PH 2. Programme Management Establishing arrangements, liaison between authority and peers <ul style="list-style-type: none"> • Leader mentoring • One to one 	Richard Kemp Member Peer	1	£400	£400	
		6	£300	£1800	
	Principal Consultant	1	£800	£RSG	
		3	£800	£RSG	
Totals for Phase 1		11		£2,200	
Phase 2 Delivery (weeks 4 – 24) 1. Skills Development and Capacity Building Delivery peer member mentoring <ul style="list-style-type: none"> • Leader Mentoring • One to one x 6 PH 	Richard Kemp Member Peer	4 days	£400	£1600	
		4 days x 6	£300	£7200	
Totals for Phase 2		28		£8,800	
Phase 3 Review (weeks 25 – 30) Evaluation, production and presentation of report with input from Peers Regional Member Mentor 2. Programme Management	IDeA project manager	2	£350	No cost	
		3	£800	£RSG	
Totals for Phase 3		5		No cost	
Total cost		44		£11,000*	
Subsidies (Claimed back 15 days @ £300)				£4500	
Total Cost to Oxford City		44		£6,500	

*The IDeA will bill Oxford City Council for the total amount identified in the table above. However, councils with an NND/RSG allocation of less than £50m and councils with a poor or weak CPA rating are currently eligible for Capacity Building Fund support equivalent to 15 member peer days. A claim form will be generated for reimbursement of this amount on completion of the work and payment of the invoice.

1.2 Political group mentoring for parties on key issues

Political Group Mentoring could also be provided to support the Lib Dem, Labour and other party groups' management of change in the context of Oxford City's improvement programme.

Political group mentoring includes:

- A detailed diagnostic and group audit
- Planning and observation of group in operation
- 3 tailored delivery days/away-days for the group
- Ongoing telephone and e-mentoring contact.

At the end of the mentoring exercise political groups will have:

- Increased competence in change management and organisational development within the leadership
- A group development plan
- An analysis of the development needs of leading individual members

It was agreed at the working group meeting on 3rd July that instead of having one-to-one mentoring for EB members without Portfolio, it made more sense to include an element of role mentoring around this function within the Labour and Green political group work. One of the objectives of the role mentoring would be to facilitate consensual working on the Executive Board.

Delivery dates	-	June 2006 – March 2007
Recommendation	-	6 days per group (Lib Dem and IWCA)
	-	10 days per group (Lab and Green)
Cost per group	-	Lib Dem: Lead member peer x 6 days = £2400
		IWCA: Independent member peer x 6 days = £1800
		Labour: Member peer x 10 days = £3,000
		Green: Member peer x 10 days = £3000
Programme management	-	2 days per group = 8 RSG days
Subsidy	-	8 days x £800 RSG funded
Cost to council (4 groups)	-	£10,200.

1.3 Member Workshops

The council has expressed interest in the following modules for newly-elected councillors and other interested members:

- Ethics and probity
- Personal skills – managing time and paperwork
- Chairing skills
- Managing resources and the efficiency agenda
- Overview and scrutiny
- Performance management.

A member peer and principal consultant deliver the workshops. The sessions are typically organised into three parts:

- Knowledge transfer outlines national policy, current national and local practice in councils
- Development exercises tailored for each council enable councillors to practice the theory they have just learnt and apply it at a deeper level to their own situations
- Review and follow-up action gives councillors an opportunity to evaluate the session and encourages them to follow-up what they have learnt and apply it locally.

The cross-party working group on member development decided it would be useful to have a Lib Dem and a Labour accredited peer involved in the delivery of these workshops – to reflect the balance of the council and to provide a model of consensual working. It agreed that six workshops would be delivered.

Please note: Councils signing up for three or more modules will benefit from a reduced rate that represents three modules for the price of two.

Delivery dates - June 2006 – March 2007

Cost of each workshop

2 x Member peers	-	£600
Consultant cost	-	£1200
Subsidy	-	£1200 (1.5 RSG consultant days)
Cost to the council	-	£600 per workshop

Cost of six (for four) workshops

Cost of peers	-	£2400
Principal consultant	-	£4800
Subsidy	-	£2400 (3 RSG days)
Cost to council	-	£4800.

1.4 Planning Workshop for members

The Planning Advisory Service is fully funded by central government and is part of the IDeA. A half day workshop could be delivered at no cost to Oxford City Council councillors. The workshop would cover Local Development Frameworks as a corporate tool for delivery and the performance agenda for development control.

Following suggestions made at the working group meeting on 3rd July, PAS have agreed to explore the possibility of organising the workshop together with the Head of Development Control at the council. The focus could then include the applicability of

the national agenda to Oxford's local circumstances. Officers of the council could take part in the workshop alongside members.

Delivery dates	-	June 2006 – March 2007
Consultant cost	-	£400
Subsidy	-	£400 (0.5 PAS days)
Cost to the council	-	NIL.

1.5 Leadership Academy for Members

The Leadership Academy is a place where leaders, and those in leadership positions, can learn the latest thinking in political leadership from some of the best people in the business.

The Academy takes place in three modules of two days each, with an optional fourth module if participants want to look at any of the issues more deeply. Each module considers a different aspect of leadership and is led by tutors, with an intimate knowledge of their subject. The programme is designed specifically with councillors and their broad experience in mind, so teaching encompasses a range of styles and methods of delivery.

Leading members, which includes: leaders of councils; leaders of political groups; executive and scrutiny committee members; portfolio holders; scrutiny chairs; and opposition spokespeople; are eligible to apply for the Academy. It is perfectly acceptable for local authorities to block-book a number of councillors at once, but only one will be allowed to attend each programme. Programmes are cross-party and restricted to twenty-four members at any one session, to allow a high level of participation and discussion - with case studies and practical exercises.

Module one: focuses on personal leadership. The aim is to encourage councillors to look at what kind of leader they are, and how this affects the way they make decisions, delegate responsibility and empower their colleagues.

Module two: looks at political leadership. Experts deliver a participative programme that explores the theoretical and practical aspects of political and organisational leadership.

Module three: explores community leadership and cohesion, and how councillors can make the most of their relationships with community leaders to make sure the community is properly involved in council plans.

Module Four: is optional and its content and structure are designed to meet participants' preferences.

All modules are residential and take place in a range of venues around the country, including Warwick University.

Specific courses are available at subsidised rates for:

- Councillors aged under 35 (Fastrack)
- Black, Asian and minority ethnic councillors

Making the leap from being a community councillor to taking on a senior role – such as portfolio holder or scrutiny chair – can be difficult. This dedicated Leadership Academy programme will help Black, Asian and minority ethnic councillors develop the confidence needed to deal with the issues that may prevent them from progressing to leading roles. As well as covering the main Leadership Academy agenda relating to personal, political and community cohesion and leadership, participants also look at subjects such as institutional and personal racism, cultural differences and the obstacles to leadership that stand in their way.

Delivery dates - June 2006 – March 2007

Cost - £1400 + VAT for modules 1-3 (2 places)

Fees include accommodation, meals and refreshment and all materials for the programmes.

Please note: the above cost is a half price offer on the courses for councillors aged under 35 and Black, Asian and minority ethnic councillors. Oxford City needs to register its place(s) before 18th July to take advantage of the offer – a maximum of two places per council are available.

1.6 Leadership Academy module - Planning as a strategic tool

Using the classic leadership academy mix of expert guest speakers, discussion, networking, dynamic learning methods and stimulating activities, the programme gives participants the opportunity to take time out to take a strategic view of planning and the community that looks beyond current issues.

There will be advice from planning organisations, local government representatives and others about the new Local Development Framework system and an opportunity to exchange experiences with planning portfolio holders from councils across the country.

Programme dates

Programme 6: 11-12 July 2006, Winchester

Programme 7: 6-7 September 2006, Warwick

Programme 8: 22-23 November 2006, South West

Programme 9: 24-25 January 2007, Newcastle upon Tyne

The programme is a two-day residential course and the cost per person is £500 plus VAT which is currently being fully subsidised by the Planning Advisory Service

The leader has expressed interest in attending Programme 8.

Fees include accommodation, meals and refreshment and all materials for the programmes.

Cost - £500

PAS subsidy - £500

Cost to the council - NIL.

1.7 Assignment manager support:

It is standard good practice to ensure that sufficient time is allocated to manage a large programme of delivery. Additionally, this time could be used to consolidate support for the cross-party working group on member development and broker best practice, covering such areas as

- Frameworks for member development
- Details on political skills
- Evaluation techniques
- Accreditation procedures

Delivery dates: - June 06 – March 07

Cost: - 2.5 days x £800

Subsidy - 2.5 RSG days

Cost to council - NIL.

2 Officer/Member Development

2.1 Top Team Development

In discussion with Richard Kemp, our senior lead peer, the council agreed that the best way to meet the need for development of this kind was for the Lib Dem Cabinet members, the four senior officers and the monitoring officer to visit other councils. A two-day visit to Liverpool City Council in the autumn was suggested, followed by a similar visit to either Durham or Cambridge later in the year. The focus of the visit would be to share the experience of other councils, focus on the issues pertinent to Oxford and establish a common understanding of working together as a Top Team.

Delivery dates	-	Autumn 2007
Recommendation	-	3 days (inc. 1 planning)
Cost of Liverpool visit	-	Lead member peer x 3 days = £1200
Cost of other visit	-	Member peer x 3 days = £900
Cost to council (2 visits)	-	£2100.

2.2 Top Team work on officer-member relationships

At our meeting on May 22nd, both the Leader of the Council and Chief Executive were keen to pursue Marianne Abley's offer to personally provide a workshop with a lead member on officer/member relationships for the Top Team:

Delivery dates: to be arranged by the council

Lead member peer cost	-	£400
Regional associate cost:	-	£1200
Subsidy: (day)	-	£1200 (1 RSG Regional Associate day)
Cost to council:	-	£400.

2.3 A Regional perspective on Overview and Scrutiny

Marianne is also able to offer time to the council on overview and scrutiny. Her role at the IDeA ensures that she is well placed to help broker good practice and share the experience of other councils within the South East Region. Her offer on overview and scrutiny is one that has been taken up by several other councils in the region and has proved a valuable learning experience. Marianne has been able to set up exchange visits and the like to additionally facilitate the sharing of good practice.

Regional associate cost:	-	£1200
Subsidy:	-	£2400 (2 RSG Regional Associate days)
Cost to council:	-	NIL.

2.4 Full day workshop on finance - IPF

IPF have been commissioned to provide a joint workshop for officers and members. The objectives are to:

- Examine and confirm the roles and responsibilities of elected Members and senior managers (both finance and non-finance) on financial and finance related governance issues.)
- Provide an understanding of how the national system for local government finance works and examine its implications for Oxford City Council
- Develop a shared understanding of local government finance 'hot topics'.

Cost to Oxford City	-	£1,300
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2.5 Summary of officer/member development costs

Value of IDeA officer/member development	-	£6,100
Value of IPF officer/member development	-	£1,300
Cost to Oxford City	-	£3,800

3 Summary of costs and involvement

Oxford City – client strengthening programme 2006/7					
Phase and work stream	Team Member	Days	Day Rate	Value	Fee
Programme Sponsorship	Marianne Abley	1	£1200	£1200	RSG funded
Leader and Executive Board Mentoring					
Phase 1: Engagement	Principal consultant	4	£800	£3,200	RSG
	Richard Kemp	1	£400	£400	£400
	6 member peers	6x1	£300	£1800	£1,800
Phase 2: Delivery	Richard Kemp	4	£400	£1400	£1,600
	6 member peers	6x4	£300	£7,200	£7,200
Phase 3: Review	Principal consultant	3	£800	£2,400	RSG
	Regional member mentor	2	£350	£350	No cost
				TOTAL	£11,000
				Subsidy	£4,500
				COST	£6,500
Political group mentoring <i>All groups</i>					
Phase 1 and 2	Lib Dems	6	£400	£2,400	£2,400
	Labour	10	£300	£3,000	£3,000
	Green	10	£300	£3,000	£3,000
	IWCA	6	£300	£1,800	£1,800
Programme management	Principal consultant	4x2	£800	£6,400	RSG
				COST	£10,200
6 Member workshops (LoLA)	Principal consultant	1.5x4	£800	£4,800	£4,800
	2 Peer members	2x4	£300	£2,400	£2,400
<i>3 modules for 2 offer included</i>			3 RSGs	TOTAL	£7,200
				SUBSIDY	£2,400
				Y	£4,800

				COST	
Planning Advisory Service workshop	PAS consultant	0.5	£800	£400 COST	PAS NIL
Leadership Academy <i>Half-price offer until 31 July – max 2 places per council</i> Costs include accommodation, meals, refreshments and materials	Cllr Patrick Murray Cllr Saif Malik			£700 £700 COST	 £1,400
Leadership Academy module: Planning as a strategic tool 2 day residential course	Leader		£500	Subsidy	NIL
Assignment manager	Principal Consultant	2.5	£800	£2000	RSG
MEMBER DEVELOPMENT (IDeA provision)	JIV			SUM	£22,900
OFFICER/MEMBER DEVELOPMENT Top Team visits to other councils	Richard Kemp Member Peer	3 3	£400 £300	£1,200 £900	£1,200 £900
Top Team – Officer/Member relationships	Marianne Abley Lead member peer	1 1	£1,200 £400	£1200 £400	RSG 400
Overview and Scrutiny – the regional view	Marianne Abley	2	£1,200	£2400	RSG
Finance workshop	IPF	xx	xx	xx	£1,300
OFFICER/MEMBER DEVELOPMENT (IDeA & IPF)				SUM	£3,800
COST FOR IDeA					£25,400
COST FOR IPF					£1,300

TOTAL COST OF MEMBER AND MEMBER/OFFICER DEVELOPMENT					£29,370 including 10% provision for expenses
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The above IDeA costing figures are exclusive of expenses (charged at cost) and VAT. An estimate of 10% of project value is normally suggested.

The value of the IDeA input offered is £51,700

MEMBER DEVELOPMENT FRAMEWORK

1. Commitment

As part of its commitment to continuous improvement Oxford City Council is committed to the training and development of all its elected Members in order that Members may acquire and develop the necessary skills and knowledge to discharge their community representation and leadership roles and enhance effective and efficient participation in the democratic process.

2. Annual Development Programme

In order to discharge that commitment the Council will be asked to approve a member development programme in each Council year.

3. Content and Evaluation of Programme

A working party of elected Members (one Member representative from each political group represented on the Council) will discuss the content of each annual programme and periodically evaluate the progress and success of the present year's programme.

4. Outputs

The IdeA have published a skills framework for Members. Each programme will seek to enhance, and will be evaluated by the working party against those skills. They are –

- Community leadership
- Regulating and monitoring
- Scrutiny and challenge
- Communication skills
- Working in partnership
- Political understanding.
- Providing vision
- Managing performance
- Excellence in leadership