

MEMBER TRAINING AND DEVELOPMENT STRATEGY

GWYNEDD COUNCIL



1. Proposed Member Development Strategy

The strategy contains the following headings:

1.1 Council Values

It is important to remember that the Council values set a foundation i.e. the aim of providing services of the highest quality for the County's residents. The development strategy should note this aim as an important cornerstone. It is intended to review the *Council Values* (jointly between elected members and officers), and then launch the revised *Values*.

1.2 Description of members' roles and responsibilities

It is beneficial to define the role of Elected Members and the responsibilities associated with those roles.

The Wales Local Government Association (WLGA) has already drawn up draft *Description of members' roles and responsibilities* and Gwynedd Council have adopted:

- “Core” *descriptions of roles and responsibilities* for elected members without special responsibility
- “Specialist” *descriptions of roles and responsibilities* which include additional responsibilities for Members who hold higher positions and receive special responsibility allowances.

In order to create appropriate *Descriptions of roles and responsibilities* for Gwynedd Council Elected Members, the following steps will be taken:

- I. The Members Services Working Group to begin the process by considering and approving draft *Descriptions of roles and responsibilities*
- II. Groups to review and revise the *Descriptions of roles and responsibilities* which are relevant to the group members:
 - The Forum for Chairs and Vice-Chairs of Scrutiny to consider *Descriptions of roles and responsibilities* linked to the scrutiny function
 - The Board to consider *Descriptions of roles and responsibilities* for leaders
 - The Members Services Working Group to consider *Descriptions of roles and responsibilities* for members without special responsibility
 - Forum of Chairs and Vice-chairs of Area Committees to consider *Descriptions of roles and responsibilities* for “ordinary” committees
- III. The Members Services Working Group to receive *Descriptions of roles and responsibilities* from the groups, and complete the process by considering and approving the final versions

1.3 Competencies & Behaviours

The *Competencies* describe what a Member should be able to do in order to perform his/her role effectively.

Behaviours describe how these should be demonstrated.

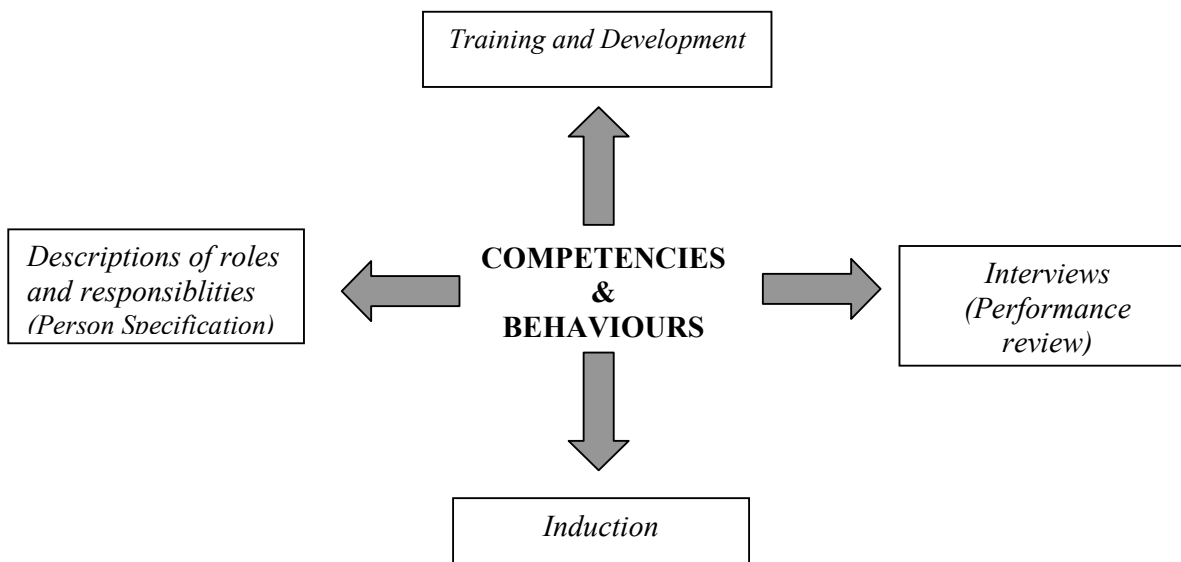
Once again, the WLGA has drawn up a basic *Competency Framework*, and Gwynedd Council intends to develop this further.

It is envisaged that the following elements will need to be developed:

- “Core” *competencies* for Elected Members without special responsibility
- “Additional” *competencies* for Members who hold higher positions

Competencies and *Behaviours* can provide a core foundation for a number of systems and processes e.g. *Descriptions of roles and responsibilities*, *Performance Review*, *Training and Development (including Induction)*.

The *Competencies* join all these elements together.



In order to create appropriate *Competencies* for Gwynedd Council Elected Members, the following steps are suggested:

- I. Adopt the format of the Gwynedd Council staff *Competency Framework* for the Elected Members *Competency Framework*
- II. Commission the WLGA to work with Council Officers to develop initial *Competencies* and *Behaviours* – specifically for Gwynedd Council Elected Members
- III. The Members Services Working Group to consider and approve the initial *Competencies* and *Behaviours* for Elected Members
- IV. Commission the WLGA to work with Elected Members to develop the *Behaviours* further
 - An effective Elected Member:
 - a.....
 - b.....
 - An effective Elected Member does not:
 - a.....
 - b.....
- V. The Members Services Working Group to consider and approve the final version of the *Competency Framework* and *Behaviours* for Elected Members

1.4 Member Training Programme (“Matrix” of training titles)

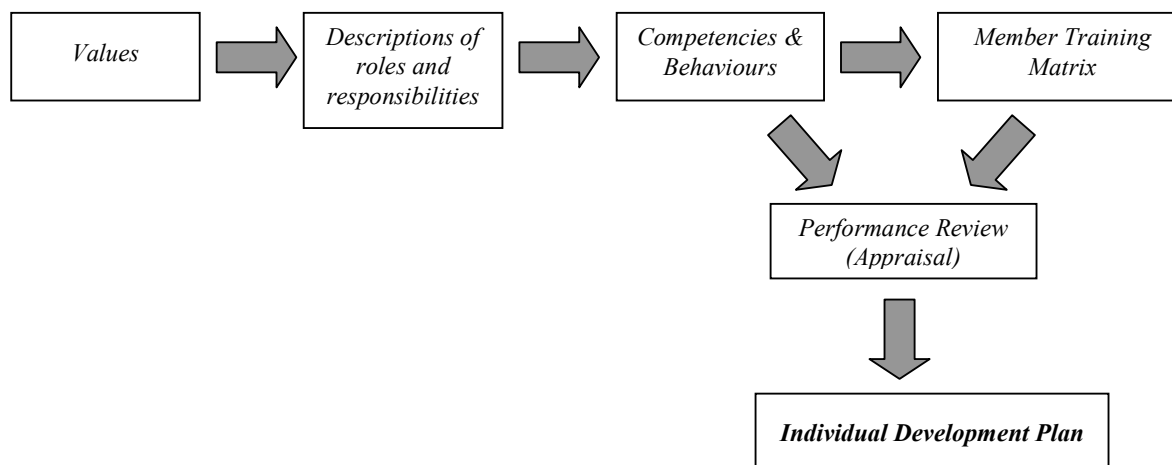
In the “matrix”, the training titles appropriate for Members can be listed, by identifying the titles that match specific roles/functions and priorities.

1.5 Individual Training Programme

By considering the *Description of roles and responsibilities* and *Competencies* for individual Members (possibly as part of an *Interview (Performance Review)* process), it is possible to identify and prioritise fields for development. Information derived from an access and training needs questionnaire, along with the interview questionnaire procedure and personal development plan, will also provide information on the individual needs of every Member in this step of the process.

The *Member Training Programme* (“Matrix”) can then be used to produce *Individual Development Programmes*.

A summary can be represented in diagram form:



2. Advantages to Members

It is envisaged that the advantages to Members in following the strategy outlined above are as follows:

- Clarity in terms of roles and responsibilities can assist Members to prioritise work and manage time effectively.
- A *Competency Framework* linked to an associated training programme (“matrix”) can help members identify and prioritise fields for development – in order to perform their Member role more effectively...and better serve the residents of the County.

3. Proposed Steps for Creating a Member Training Programme (“matrix”)

3.1 Research

- Consider the existing provision -> *List of titles A*
- Consult with Members regarding their needs:
 - Historical -> *Suggestions B*
 - Present (Questionnaire) -> *Suggestions C*
- Consult with Heads of Service -> *Suggestions D*
- Consult with specialist units e.g. Scrutiny -> *Suggestions E*
- Consider the provision for Members of other Councils -> *Suggestions F*
- Consider whether corporate training titles (Managers’ programme) are appropriate to offer to Members -> *Suggestions G*

3.2 Collate and sort the titles (A-G) into fields

3.3 Map the titles to Members’ *Descriptions of roles and responsibilities, Competencies & Behaviours.* *

3.4 Create a “draft” matrix” with “mandatory” and “optional” elements which reflect the Members’ role/position/function.

3.5 Identify and suggest a “minimum number” of developmental days.

* Dependent on the development process and timetable for “*Descriptions of roles and responsibilities*” and “*Competencies*”

4. Consultation Process

4.1 The draft “matrix” will be submitted to the Business Group and the Member Services Working Group in order to discuss:

- Content
- The “minimum” number of developmental days that Council Members would be expected to attend

4.2 To introduce the new Training System for Members, the intention would be to launch/present it to every Area Committee by explaining:

- The Training Programme (Matrix)
- The system for recording the training attended: *Training Database*
- The application/booking system
- The quality assurance process

5. Further steps:

Following consultation the following steps will be implemented:

5.1 Commission training

- Establish a formal procurement procedure
- Explain the importance of reliable information on the numbers of Members requiring training, by emphasising that maximising numbers on each session will help to ensure cost effective use of the training budget.

5.2 Monitor and Evaluate the Quality and Efficiency of the training provided.

6. Other considerations

The following issues are closely connected to the strategy:

6.1 Progress on the Charter

6.2 The Personal Development Interview process (Performance Review)

A *Personal Development Interview* process appropriate for Gwynedd Council Elected Members needs to be developed, the following steps are suggested:

- I. Commission the WLGA to work with Council Officers to develop a *Personal Development Interview* process that is based on the *Competencies and Behaviours*
- II. The Members Services Working Group to consider and approve the *Personal Development Interview* process for Elected Members

6.3 The mentoring system adopted and implemented by the Council

6.4 Develop an “Elected Members’ Contract”, based on:

- *The Charter*
- *Descriptions of roles and responsibilities*
- *Competencies and Behaviours*
- *Member Training Programme*
- *Personal Development Interviews*
- *Individual Training Programmes*

7. Timetable

A timetable for implementing the strategy is attached.