By: Gary Cooke, Cabinet Member for Corporate and Democratic Services
              Andrew Bowles, Chairman of the Member Development Steering Group

To: Selection and Member Services Committee – 1 March 2017

Subject: Member Development Steering Group – Work Programme

1. **Introduction**

   (1) The cross party Member Development Steering Group has been meeting
       regularly in recent months. Much of its work has been in preparation for the
       County Council elections on Thursday 4 May 2017.

   (2) This report summarises for the Committee the ongoing activity leading up to
       the election and beyond.

2. **Activity Leading up to the election**

   (1) The Member Development Steering Group has considered and looked at the
       following issues at recent meetings on which they seek the endorsement and
       agreement of this committee.

   Member Development Policy

   (2) The Member Development Policy underpins all the member development
       activity. It is a key policy document in its commitment and focus to member
       development and the importance in providing elected Members with the tools
       and resources to discharge the elected Member role effectively.

   (3) The Member Development Policy is attached as Appendix 1 and contains one
       or two minor amendments set out as tracked changes which this Committee
       or its successor and the County Council following the election will be asked to
       approve.

   Member Role Description

   (4) The Steering Group has taken the opportunity of looking at the Member Role
       description for all Members which is enshrined in the County Council
       constitution attached as Appendix 2 to ensure that it is fit for purpose for the
       evolving Council. Minor amendments have been suggested by the Steering
       Group which are set out as tracked changes in the Appendix.

   Personal Development Plans and the Induction Programme

   (5) The Committee will be aware that each year the Democratic Services
       Manager (Members) invites each Member to sit down with him to discuss on a
       confidential one to one basis any personal development needs. This informal
       process has worked well and has served the Members and the Council well in

being recognised as one of the forward thinking Councils for Member Development.

(6) In addition to a Members individual personal development the discussion this year has also been around the development of the induction programme for the new County Council.

Induction and Training Programme – May 2017 to May 2018

(7) Attached as Appendix 3 is the current programme for induction and training developed by the Member Development Steering Group. The programme reflects the conversations with Members on the induction programme and the emerging requirements for bespoke or group training. Corporate Directors have been invited to bring forward items for inclusion in the programme that would be suitable for a briefing to all Members of the County Council.

(8) This programme will be sent to all the prospective candidates following the closure of nominations early in April.

Training for serving on the Planning Applications Committee

(9) At its meeting on 8 February the Planning Applications Committee had an excellent debate on the training provided to Members enabling them to serve on the Planning Applications Committee. The outcomes from the debate will be circulated separately to this report as a supplement.

E Induction Programme

(10) The core skills for an elected Member which will be delivered on a face to face basis in the first few months of the Council will also be available as an e induction programme.

(11) This programme has been refreshed and the modules are being tested by members of the Member Development Steering Group.

KNet Members Area

(12) The KNet Members Area was developed by the Member Development Steering Group prior to the County Council election in 2013. Whilst the Area received in excess of 1,000 hits each month surveys of the elected Members have indicated that it is not as customer friendly as it could be primarily in terms of how it is accessed.

(13) The Member Development Steering Group has refreshed the Area and the new pages will shortly 'go live'. The Steering Group will continue to engage with Members on the ways in which the Area can be improved.

Dedicated Resources Area for Candidates/Elected Members

(14) The Chairman of the Committee Mrs Allen suggested that it would be useful for the Committee to view the work that has been undertaken in developing a web-page for candidates for the forthcoming election. This includes a library resource together with the forms they are required to complete should they be successful in their bid to be elected to the County Council. The information will assist the successful candidate on what needs to be done in the first day the first week the first month etc. It reflects what members said in their feedback following the 2013 election. A demonstration of the information in the area will be made presented to the Committee at its meeting.

Members Handbook

(15) The Members Handbook has been seen as an excellent addition to the 'toolkit' to support an elected Member. It is intended that a new version with topical frequently asked questions will be produced every 6 months and made available in paper form.

(16) The handbook will also be available for each District in the KNet Members Area where it can be updated immediately as any change occurs.

3. **Vision of the Member Development Steering Group**

Priorities for inclusion in the Work Programme

(1) The Member Development Steering Group has identified a number of priorities that they recommend to the County Council to consider going forward. These include:

- Encouraging all elected Members to attend or participate in the e-induction programme of the core skills and knowledge base for which a certificate of accreditation will be awarded.

- Continue to develop the accreditation scheme.

- Use the opportunity of the newly elected County Council to strive to ensure that elected Members are making the best use of the technology and tolls available to them. This includes:

  - Use of the modern.gov software for Committee papers

  - Use of the online self-service system for the completion of Member expenses, receipt of a P60

  - Opportunity to book attendance at a Member briefing or attendance at a training event from the KNet Members Area and complete a feedback questionnaire following the event.

- Explore with colleagues across the local authority family and the public sector the opportunities for shared training and briefings.

- Deliver appropriate training with Members and Officers collectively.

- Develop the KNet Members Area making greater use of 'You Tube' or a similar platform

- Develop the "thinking about being a councillor" programme

Personal Development Plans

(2) The Democratic Services Manager (Members) will arrange in the first two months following the election a short meet and greet meeting with each of the Members and discuss with each Member on a confidential basis their personal development needs. This will help inform the training plan for elected Members.

(3) The Democratic Services Manager (Members) has set aside the following dates for 1 to 1 discussions with the 81 elected Members following the election. They are:

10 May
12 May
17 May
19 May
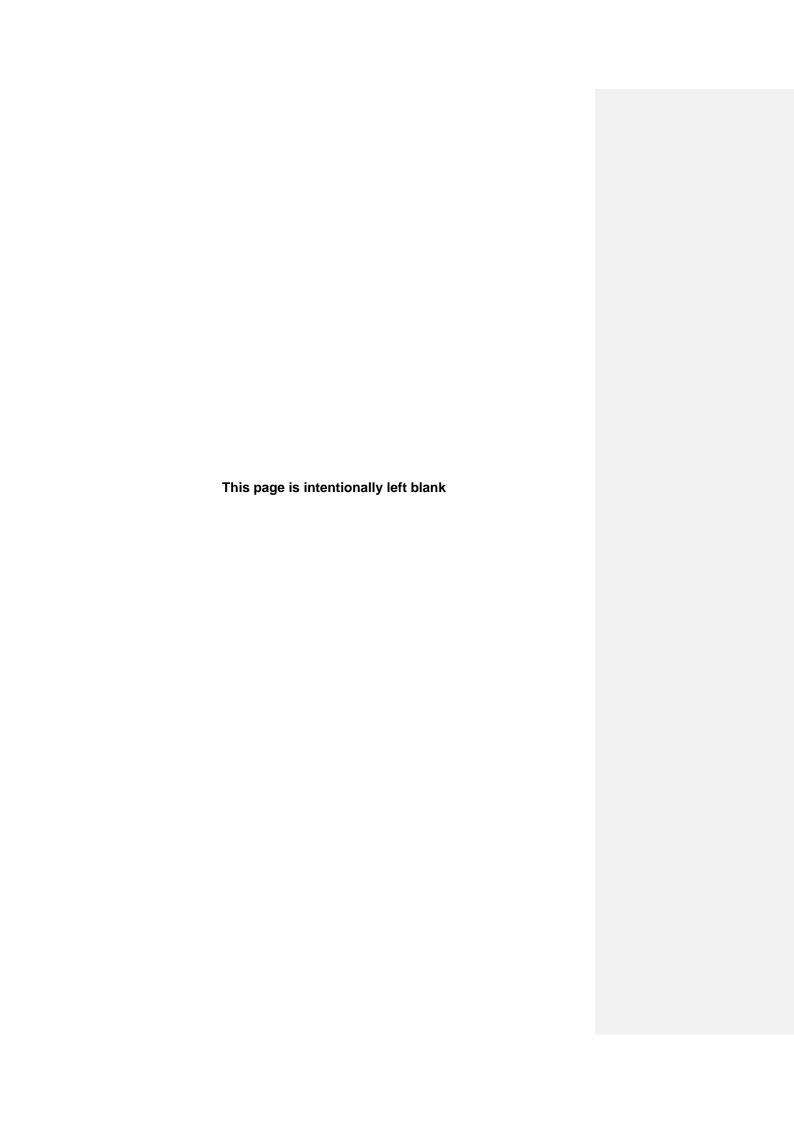22 May
26 May
1 June
7 June
8 June
9 June

4. **Recommendation**

The Committee is asked to note and comment on the proposed programme.

Appendix1

KENT COUNTY COUNCIL

ELECTED MEMBER DEVELOPMENT

POLICY STATEMENT

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INTRODUCTION

This Policy Statement is a key part of our commitment to providing development opportunities for Elected Members to enable them to effectively fulfil their role/s, now and in the future.

The Council has attained the South East Charter Plus for Elected Member Development and is fully committed to the principles of the Charter.

The Member Development Steering Group is committed to working with elected Members and partners to enshrine the principles of the Member Development Charter Plus.

PRINCIPLES/STANDARDS

The Council is committed to:

- Developing elected Members to assist them fulfil their responsibilities to the local community, provide clear leadership and contribute to the achievement of the Council's aims and objectives.

- Equality of opportunity and access to training and development for all Members.

- Assessment for Members through an annual review of activity and ongoing development needs analysis.

- Ensuring adequate resources are available to meet Members' knowledge, training and development requirements.

- Working in partnership with other local authorities and other organisations in the development and delivery of training for Members where appropriate.

- Using varied and innovative methods of delivering training and development that make the best use of technology and meet the personal needs of Members.

- Defining general and specific ~~mandatory~~ essential training and development requirements relating to the role/s of Members.

- Evaluating the impact and added value of training and development activity at an individual and organisational level.

PURPOSE OF ELECTED MEMBER DEVELOPMENT

The purpose of elected Member Development is to ensure Members have the knowledge, skills and behaviours they need to effectively undertake their role.

We will achieve this through a programme that:

- Develops Members' knowledge and awareness of local and national issues and legislation

- Develops Members' skills and behaviours across a range of areas including personal development; leadership, political and communication skills and ICT

- Provides opportunities to network with each other, other local authorities and partners

- Provides internal and external mentoring support

INDUCTION

A comprehensive induction will be provided for all Members following County Council elections and by-elections. The programme will be developed in conjunction with the Member Development Steering Group and include:

- Knowledge based learning

- Skill based learning

- E learning

- Community issues including leadership, planning and public engagement

- Regulatory functions

- Scrutiny

- The role of the elected Member as a Corporate Parent

- Dedicated half day member briefings

Both Member and Officer Mentors will be provided to support all County Councillors who have been elected for the first time.

MANAGEMENT

Each political group will nominate Members to act as 'Member development' champions for the group and serve on the Member Development Steering Group. The Council will nominate officers as members of the Member Development Steering Group

Reporting to the Selection and Member Services Committee the Member Development Steering Group will have responsibility for approving the annual development programme and providing a steer for future requirements (see Annex 1 for full Terms of Reference).
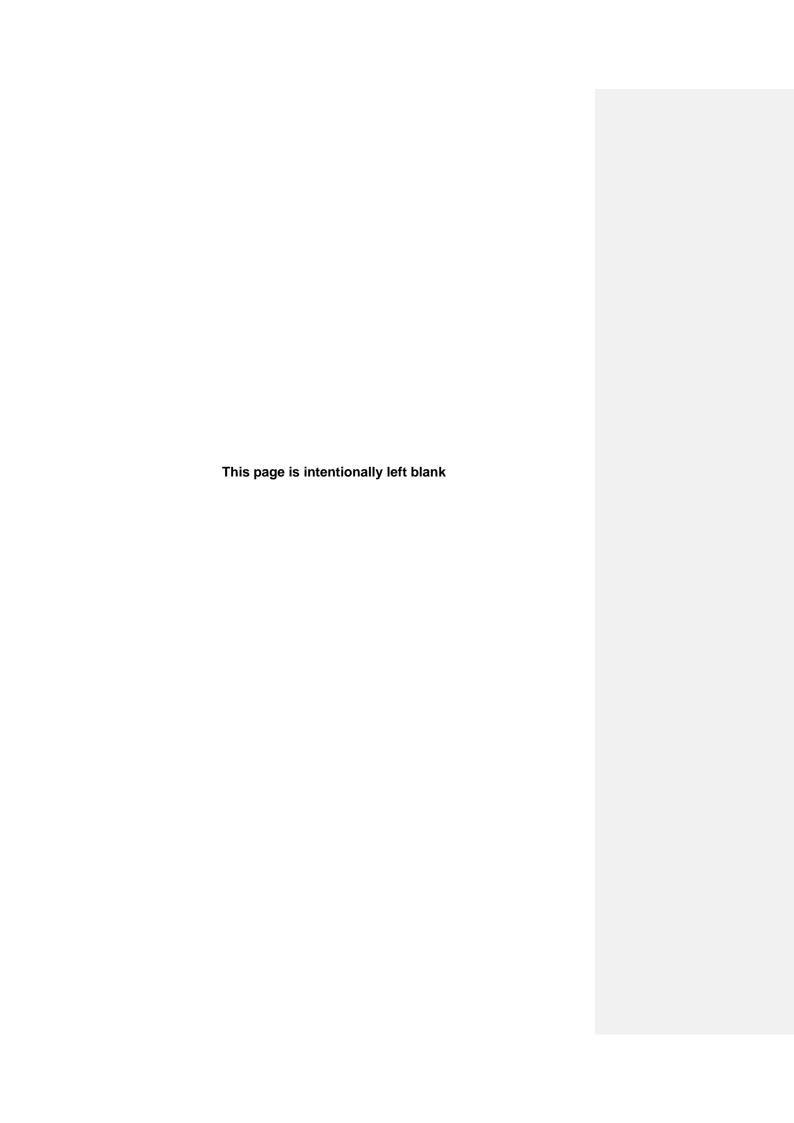
EVALUATION

All training and development events for members will be evaluated through individual feedback, achievement of planned outcomes and the overall contribution to the achievement of the council's aims and objectives.

The completion by Members of a Personal Development Plans and the 360 degree feedback process will inform the preparation of the Member Development Programme and Briefing programmes.

Regular reports will be presented to the Member Development Steering Group to enable the information to inform future planning of programmes and events. An annual report will be presented to County Council.

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Member Role Descriptions

ALL MEMBERS (as representatives elected by their division)

Responsible to: Kent County Council and the people of Kent.

Role purpose: To represent the views of their local community and the people of Kent generally within and outside the Council.

1.   To represent the individual constituents within their Divisions, undertaking casework on their behalf and serving all equally.

2.   To liaise with Cabinet Members, other Council Members, officers and other service providers in ensuring that local community needs are considered and identified.

3.   To encourage and promote two-way communication within the local community about the decisions of Council, information about Council services and Council procedures.

4.   To represent the views, aspirations and concerns of the people of Kent as a whole, providing the focus for local democracy.

5.   To participate in full Council meetings to:
- determine the strategic priorities and objectives of the Council;
- approve the annual budget and capital programme and the Council's Policy framework;
- approve the scheme of remuneration for Members;
- appoint and remove the Leader of the Council;
- appoint and dismiss the Head of Paid Service;
- approve the Constitution and any amendment to it; and
- approve any other matters which by law can only be determined by the Council or one referred to Council.

6.   To hold the Leader and Cabinet to account through scrutiny.

7.   To participate as a member of the Cabinet, committee or advisory panel to which they are appointed.

8.   If appointed, to represent the Council on outside bodies.

9.   To monitor the effectiveness of service delivery and the appropriateness of policy across the County.

10.   To ensure the probity of Council financial and other transactions (including through audit and standards processes).

11.   To develop and maintain a working knowledge of the Council's services, management arrangements, powers/duties and constraints and to develop good working relationships with the relevant officers of the Council.

12.   To lead by example and uphold the highest standards of conduct in public life and comply with the Code of Conduct and the Council's Constitution

13.   To undertake such training and development as the Council~~l~~or, the ~~Standards Committee~~ or the Member's own Group recommend. ~~may recommend from time to time~~.

SECTION ONE : CORE INDUCTION

MEMBER DEVELOPMENT PROGRAMME
MAY 2017 to APRIL 2018

Monday 8 May	9am to 4pm	General Induction Day
Thursday 11 May	9.30am to 1pm	Welcome to Kent, Your Role as a Councillor. An Overview of Local Government Finance, Governance and Decision Making
Tuesday 16 May	9.30am to 4pm	Democratic Services Showcase Event - This will include sessions on the procedural rules for County Council meetings, the pitfalls of webcasting, chairmanship skills and questioning techniques taster sessions, mandatory code of conduct training
Thursday 18 May	9.30am to 1pm	Code of conduct mandatory training, Member Officer Relations, Information Governance and Resilience, Bribery Act
Tuesday 23 May	9.30am to 1pm	Role of the elected member as a Corporate Parent, Equality and Diversity, Commissioning
Thursday 25 May		Annual Council Meeting

Tuesday 30 May	2pm	The Role of Organisation Development
Tuesday 6 June		Area Member Induction
Wednesday 7 June		Training for those Members who will be required to have mandatory training for serving on the Planning Applications Committee
Tuesday 13 June		Area Member Induction Event
Tuesday 20 June		Area Member Induction Event
Tuesday 27 June	9.30am to 4pm	One to one sessions on making the best use of the selected piece of ICT equipment. One to one sessions on self-service for Member Expenses. One to one sessions on the e-induction programme. One to one Sessions on getting the most out of the KNet Members Area
Tuesday 4 July	9.30am to 1pm	Chairmanship Skills training
	2pm to 4pm	Member Briefing on the Role of the elected Member as a Corporate Parent
Tuesday 11 July	9.30am to 1pm	Speed reading
	2pm to 4pm	Member Briefing on Equality and Diversity and Information Governance and Resilience

Tuesday 18 July	9.30am to 4pm	The Voice of Influence
Tuesday 25 July	9.30am to 1pm 2pm to 4pm	Dealing with constituent issues Member Briefing on Member/Officer Relations
Tuesday 5 September	9.30am to 1pm 2pm to 4pm	Financial Reports and Jargon explained Member Briefing on Governance and Decision Making
Tuesday 12 September	9.30am to 1pm 2pm to 4pm	One to one sessions on the use of ICT equipment and Member Expenses self-service. Member Briefing on Procedural Rules for the County Council Meeting
Tuesday 19 September	2pm to 4pm	Member Briefing on the role of the elected Member as a Corporate Parent
Tuesday 26 September	2pm to 3.30pm	Member Briefing on Treasury Management, Borrowing and Investing Money
Tuesday 3 October –	10am to 11.30am 2pm to 4pm	Member Briefing on Organisational risk Management and Insurance Member Briefing on Kent Pension Fund
Tuesday 10 October	9.30am to 12.30pm 1.30pm to 4.30pm	Becoming a Strategic Commissioning Authority (Tony Bovaird – 2 x half day workshop)

Tuesday 17 October	9.30am to 12.30pm 1.30pm to 4.30pm	Becoming a Strategic Commissioning Authority – Contract Management (Tony Bovaird – 2 x half day workshop)
Tuesday 24 October		Presentation skills with impact
Tuesday 31 October	2pm to 4pm	Member Briefing on the Winter Maintenance Policy
Tuesday 7 November		Voice of Influence
Tuesday 14 November	9.30am to 11am	How to Scrutinise the Budget and Hold the Organisation to Account
Tuesday 21 November	9.30am to 12.30pm 1.30pm to 4.30pm	Becoming a Strategic Commissioning Authority (Tony Bovaird – 2 half day workshop)
Tuesday 28 November	2pm to 4pm	Member Briefing on Information Governance and Resilience
Tuesday 5 December		Presentation skills with impact
Tuesday 12 December		Chairmanship skills

Tuesday 9 January -	2pm to 4pm	Member Briefing on School Appeals Policy and Transport Policy?
Tuesday 16 January		
Tuesday 23 January		
Tuesday 30 January		
Tuesday 6 February		
Tuesday 13 February		
Tuesday 20 February		
Tuesday 27 February	2pm to 4pm	Member Briefing on the Budget 2018/19
Tuesday 7 March		

Tuesday 14 March

Tuesday 21 March

Tuesday 28 March

Tuesday 4 April

Tuesday 11 April

Tuesday 18 April

Tuesday 25 April

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SECTION TWO MEMBER DEVELOPMENT PLAN

BECOMING A STRATEGIC COMMISSIONING AUTHORITY

JOINT MEMBER/OFFICER WORKSHOPS

2017/2018

Context:

As we apply a commissioning approach throughout Kent County Council, we need to ensure that we have a clear focus on improving outcomes for the lowest possible cost, maximising social value for the resources that we and our partners have available

WORKSHOP 1   :   KCC: A Strategic Commissioning Authority

Date: tbc   **Time: tbc**
Venue: tbc

Format: 4 x 3 hour interactive training for Members, approximately 20 members per session

Outcome: To enable Members to have a joint understanding of our ambition to become a strategic commissioning Authority
Facilitator: Tony Bovaird
KCC Officers in Attendance: (to be confirmed)
Topics to Cover:
- **What does it mean to be a 'commissioning authority'?**
  - **Recent developments in strategic commissioning**

- The commissioning cycle
  - Why do we need a commissioning cycle?
  - Analyse, Plan, Do, Review
  - The KCC commissioning cycle
  - Balancing accountability with innovation and maintaining and effective (honest and collaborative) relationship with the provider
  - Aligning the KCC commissioning cycle with commissioning by the NHS, police and other partners
  - **Group discussion: Which bits of the commissioning cycle are working best at the moment, which are working less well?**

- Difference between commissioning, procurement and contract management
  - Commissioning – how do we best use the total resource to improve outcomes
  - Procurement – how we purchase goods or services on behalf of KCC
  - Contract management – ensuring that we get what we specified

- The Intelligent Client

- How does this look within a commissioning authority?
- **What does this mean for the role of Members?**

- What are the different roles in the commissioning, procurement and contract management processes, aligned to KCC's framework?
  - Commissioner
  - Contract manager
  - Members
  - Residents / service users
  - Providers
  - **Group discussion: How this is working in practice – what is working well, what is working less well?**

- Outcome-based commissioning
  - Focusing on outcomes as well as inputs and outputs
  - Making sure we say clearly what we want – 'this is what we want, now deliver it!'
  - Different types of outcome
  - Designing pathways to outcomes, recognising that multiple factors affect outcomes
  - Prioritising outcomes
  - Testing which pathways to outcomes work best
  - Understanding length of time to see outcomes change
  - Need to build innovation and creativity into contracts, as well as risk management

- Key questions that Members should ask in the commissioning process, for example:
  - What are the needs of our residents and/or service users and how are these likely to change?
  - What is driving demand for these services?
  - What are the outcomes we are seeking to achieve through this new commissioning exercise?
  - How will local priorities and differences be considered and addressed through the service, including findings from the equality impact assessment?
  - **Group discussion: What other questions do you think Members need to be asking in the commissioning process?**

- How Members can help to ensure that providers are held to account

- o Reviewing performance at regular intervals
- o Providing feedback to commissioning leads
- o Learning lessons about which approaches are most likely to improve outcomes
- o Early decommissioning of non-performing services
- o Mobilising communities to support their local services and to co-produce innovations and improvements

- *Final discussion: What lessons about critical success factors for effective Member involvement in commissioning have we learnt from this workshop to take forward in Kent County Council?*

WORKSHOP 2   :   Contract Management
Date: tbc   **Time:** 09.30 -12.30

13.15 – 4.15

    Venue: tbc
Format & Approach: 4 x 3 hour interactive training for Members and relevant Directors and contract managers

Outcome: To enable Members to have a joint understanding and awareness of effective contract management in KCC

Facilitator: Tony Bovaird
KCC Officers in Attendance: To be confirmed
Topics to Cover:

- What we mean by good contract management?
  - Making sure we say clearly what we want - focusing on outcomes as well as activity
  - Making sure that we get what we pay for
  - Ensuring that all stakeholders contribute to making contracts work
  - Clarifying role of Members in contract management
  - **Group discussion: What are Members' main concerns with current contract management?**

- Confirm different roles in the contract management processes
  - Commissioner – ensuring appropriate specification, followed by periodic checks on outcomes achieved and learning lessons
  - Contract manager – monitoring performance, aligning contributions of KCC and other public partners, and helping to tackle problems
  - Members – ensuring that the contracts remain appropriate and taking action when it is concluded that they are not
  - Residents / service users – contributing to the co-production of services, learning how they can do more in the future
  - Providers – focusing on outcomes desired by KCC (and other KCC partners), learning from best practice elsewhere, gaining and passing on efficiency savings
  - Rest of supply chain – ensuring that contractor's supply chain is co-ordinated
  - Rest of public sector – ensuring that KCC partners are supporting, not hindering contract delivery and performance
  - **Group discussion: Which of these roles are being appropriately played at the moment, and which are being played less well?**

- Effective relationship with the provider – honest and collaborative
  - Understanding what each side wants from the contract
  - Developing flexible specifications which allow innovation and learning, so that improvements are continuous in the contracts
  - Ensuring that variations are managed efficiently and client is not highly penalised
  - Aligning KCC departments (and partners) to support the contract and contribute to its success

- - **Group discussion: Examples of good, productive relationships with providers – are these the contracts with most collaborative relationships?**

- Key questions that Members should be asking of any contract, for example:
    - Do we have evidence this contract is meeting the outcomes we want?
    - What do service users tell us about the impact of the service/s commissioned?
    - Does this reflect what our service users are telling us about our services?
    - Have we specified the right contract in the first place to hold providers accountable against?
    - **Group discussion: What other questions should Members be asking of contracts?**

- How Members can help to ensure that providers are held to account
    - Reviewing performance at regular intervals
    - Providing feedback from service users and residents to contract manager
    - Exploring approaches from elsewhere that might improve outcomes

- Challenges of managing outcome-based contracts
    - Need to find right balance of outputs and outcomes – e.g. ensuring that 'payments by results' doesn't penalise small specialist providers through cash flow problems
    - Need to build innovation and creativity into contracts, as well as risk management
    - Need to ensure that other KCC partners are supporting (and not hindering) outcomes being sought in KCC contracts

- *Final discussion: What lessons have we learnt from this workshop about critical success factors for effective Member involvement in contract management in Kent County Council?*

WORKSHOP 3   :   Improving Service performance through commissioning

Date: tbc   **Time:** 09.30 -12.30

                                                 13.15 – 4.15

Venue: tbc

Format & Approach: 4 x 3 hour interactive training for Members and relevant Directors and Officers

Outcome: To enable Members to have a joint understanding and awareness of how to improve service performance in KCC, focusing on performance measurement and management and gaps identified in previous two workshops around commissioning and contract management
Facilitator: Tony Bovaird
KCC Officers in Attendance: to be confirmed

Topics to Cover:
- What we mean by performance improvement?
  - Outcomes – outputs – activities - inputs
  - Economy – efficiency – effectiveness – impact on outcomes
  - Clarifying role of Members in performance improvement of services
  - **Group discussion: What are Members' main concerns with current levels of service improvement?**

- Measuring service improvement
  - What do we need in an effective outcome measurement framework?
  - Outcome framework in KCC
  - Outcome frameworks in public sector partners
  - What do we need in an effective performance indicator framework?
  - Performance indicator framework in KCC and in public partners
  - **Group discussion: In which areas do Members need more appropriate performance measures?**

- Reporting and understanding performance
  - Understanding what influences outcomes and performance indicators
  - Ensuring that performance reporting leads to a discussion with relevant decisions clearly taken and recorded
  - Ensuring that KCC departments and partners align their performance reporting procedures so that poor performance can be identified, challenged and improved
  - **Group discussion: Examples of good performance reporting processes in KCC – and examples where performance reporting is weaker**

- Key questions that Members should be asking in performance improvement of services, for example:
  - Is there evidence this service is achieving the outcomes we want?

- What do service users tell us about the quality of this service and the outcomes being achieved?
- Where performance is below our expectations, what are the main causes?
- Who are the key players who should be acting to improve this performance?
- What can Members do to support performance improvement ?
- **Group discussion: What other questions should Members be asking in relation to improving service performance?**

- How Members can help to ensure that service performance is improved
  - Ensuring that key outcomes and performance indicators are built into commissioning processes and contract specifications
  - Reviewing performance at regular intervals
  - Providing feedback on performance from service users and residents to commissioners and contract managers
  - Exploring approaches from elsewhere that might improve outcomes and performance
  - Mobilising communities to support their local services and to co-produce innovations and improvements
  - Encouraging innovation and learning, so that improvements are continuous in all services
  - Enabling appropriate risks to be taken, where the service innovation is likely to improve long-term performance
  - Ensuring that other KCC partners are supporting (and not hindering) improved outcomes and performance in KCC services

Final discussion: What lessons have we learnt from this workshop about effective Member involvement in performance improvement in Ken