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To: The Chair and Members
of the Member
Development Steering
Group

County Hall
Topsham Road
Exeter
Devon
EX2 4QD

Date: 28 September 2023

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MEMBER DEVELOPMENT STEERING GROUP

Friday, 6th October, 2023

A meeting of the Member Development Steering Group is to be held on the above date at 10.30 am at MS Teams - Virtual Meeting to consider the following matters.

Donna Manson
Chief Executive

A G E N D A

PART ONE - OPEN COMMITTEE

1 Apologies

2 Minutes (Pages 1 - 4)

To agree the previously circulated minutes of the meeting held on 15th June 2023 as a correct record.

3 Items Requiring Urgent Attention

Items which in the opinion of the Chair should be considered at the meeting as matters of urgency.

MATTERS FOR CONSIDERATION OR REVIEW

4 Governance Review - Member Development (Pages 5 - 10)

To review the Member Development Strategy 2021 – 2025 and provide feedback to the Member Development work stream of the current Governance Review.

5 Member Learning and Development Log (Pages 11 - 12)

To appraise Members of the learning and development activity that has taken place since the last Steering Group meeting and of learning and development opportunities available going forward.

6 Member Wellbeing Survey (Pages 13 - 14)

To decide if the Steering Group wishes to run a 5th Member Wellbeing Survey and if they agree to, to determine the questions to ask Members.

The Member Wellbeing Survey 2022 questions are provided for Members as a reminder.

MATTERS FOR INFORMATION

7 Dates of Future Meetings

As shown in the calendar of meetings at
<http://democracy.devon.gov.uk/mgCalendarMonthView.aspx?GL=1&bcr=1>

The next meeting is Wednesday 7th February 2024 at 10:30am.

PART II - ITEMS WHICH MAY BE TAKEN IN THE ABSENCE OF THE PUBLIC AND PRESS

Nil

Members are reminded that Part II Reports contain exempt information and should therefore be treated accordingly. They should not be disclosed or passed on to any other person(s). They need to be disposed of carefully and should be returned to the Democratic Services Officer at the conclusion of the meeting for disposal.

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Anyone wishing to film part or all of the proceedings may do so unless the press and public are excluded for that part of the meeting or there is good reason not to do so, as directed by the Chair. Filming must be done as unobtrusively as possible without additional lighting; focusing only on those actively participating in the meeting and having regard to the wishes of others present who may not wish to be filmed. Anyone wishing to film proceedings is asked to advise the Chair or the Democratic Services Officer in attendance.

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Declarations of Interest for Members of the Council

It is to be noted that Members of the Council must declare any interest they may have in any item to be considered at this meeting, prior to any discussion taking place on that item.

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Induction Loop available



MEMBER DEVELOPMENT STEERING GROUP

15 June 2023

Present:-

Councillors A Connett, L Hellyer, L Samuel, A Saywell (Chair), D Sellis and C Slade

Apologies:-

Councillors M Asvachin, J Berry and M Hartnell

Members attending in accordance with Standing Orders 8 and 25

2 **Minutes**

RESOLVED that the minutes of the meeting held on Friday 10th March 2023 were agreed to as a correct record of the meeting.

3 **Items Requiring Urgent Attention**

There were no items requiring urgent attention.

4 **Governance Review**

The Director of Legal and Democratic Services appraised Members of the Council's recently agreed Governance Review.

Members on the Governance Working Group had been agreed at the Council meeting on 25th May 2023 and includes Councillors Saywell, Biederman, Letch, Maskell, Samuel, Scott and Whitton. Councillor Saywell will be chairing the Working Group and the initial meetings will be set up as soon as possible for the working group to begin its work.

The Director of Legal and Democratic Services highlighted that she is in conversation with the Local Government Association (LGA) on the review and that the Member Development Steering Group will feed into the Member Development work stream.

5 **Member Development and Training Log**

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MEMBER DEVELOPMENT STEERING GROUP

15/06/23

The Scrutiny Officer and Deputy Head of Democratic Services appraised Members of the training and development opportunities since the last meeting and the future training and development opportunities.

The report highlighted the previous masterclasses and member briefings that had taken place since the last steering group meeting and the upcoming opportunities.

Officers highlighted the Council's personal development plan (PDP) offer and that Members will be invited to sessions in the coming weeks. The PDP offers 121 sessions between HR officers and Members to offer skills development and coaching. Members welcomed this opportunity and that another round of PDPs were going to be opened. Officers undertook to look at how to advertise these so that Members understand them and the benefits of taking part.

Officers reported that 47 out of 60 Members attended at least one of the Equality, Diversity and Inclusion: Moral and Legal Duties sessions. Members referred to the Council's requirement for all Members to attend these sessions and agreed for the attendance list to be sent to Group Leaders. Members and Officers discussed the need to ensure the remaining 13 Members have an opportunity to undertake the training and this could involve bespoke 121 sessions.

The Director of Legal and Democratic Services highlighted that additional IT training would be offered to Members, along with additional guidance around IT issues. In addition, Officers would undertake 2 sessions (one AM and one PM) for sessions where possible, such as the Code of Conduct training, to ensure that as many Members as possible are able to attend.

Members raised that those watching the recordings online of training sessions are necessarily counted in the attendance list, as it captures the live attendance, and how Members could be counted if they re-watch recordings.

6

Member Wellbeing Survey - responding to Member feedback

The Scrutiny Officer and Deputy Head of Democratic Services presented to Members the Feedback from the last Member Wellbeing Survey. This was an information sharing document detailing some of the asks that Members had put forward in the survey.

For the points raised by Members, Members were individually contacted to share their concerns and find resolutions by the Deputy Head of Democratic Services.

As requested by the Steering Group, analysis of the responses from Members elected in 2021 against returning Members is shown in the Appendix.

Members discussed the analysis and raised their concerns about the difference between Members elected in 2021 against returning Members and how their election in 2021 coupled with an online induction meant some still felt isolated from other Members. In addition, new Senior Leaders meant Members hadn't yet built relationships with key officers. Members provided positive feedback on the All-Member Day on 11th May and the Director of Legal and Democratic Services stated there is plans to hold more of these days.

Members welcomed the new locality budget process with the Communities team handling requests. Officers highlighted a new training session will be arranged because of the new system now in place.

7

Dates of Future Meetings

Members raised a particular request to hold training on meeting etiquette after one case was raised. The Director of Legal and Democratic Services highlighted that some matters may need drawing to her attention as the Council's Monitoring Officer and the Standards Committee, but the Council can look a wider training session on conduct and etiquette at meetings, roles and responsibility and the rules of debate.

Members agreed the next meeting date would not be the 4th October but Officers would canvass Members on a new meeting date.

NOTES:

1. *Minutes should always be read in association with any Reports for a complete record.*
2. *If the meeting has been webcast, it will be available to view on the [webcasting site](#) for up to 12 months from the date of the meeting*

* **DENOTES DELEGATED MATTER WITH POWER TO ACT**

The Meeting started at 10.31 am and finished at 11.10 am

Agenda Item 2



Devon County Council Member Development Policy 2021-2025

1. Introduction

The world of local government is rapidly changing and can place exceptional demands on its leadership. Members undertake a variety of complex roles and play a critical part in shaping future services for the benefit of the community and determining how these are delivered.

Devon County Council is committed to supporting the development of all Elected Members providing a programme of development opportunities that assists individuals to perform effectively in their role both as community leaders and as representatives of the County Council. Members take a leading role in their development both individually by engaging with the process and strategically through the Member Development Steering Group

2. Key Principles

Through the processes in place to deliver Member Development we will ensure that:

- ❖ A comprehensive programme of development will support the delivery of the Council's priorities and meet individual learning needs as they evolve through the life of the Council.
- ❖ Development activities will be consistent with Equality and Diversity policies and deliver best value. They will be organised and delivered to align with core principles and behaviours as well as addressing the skills and knowledge requirements outlined in the Devon Members' Skills Framework and Senior Leadership Framework.
- ❖ Where possible local and national development initiatives will be utilised, including the LGA Leadership Academy, LGA online resource hub and the Shared Member Development Service.
- ❖ Tools are developed, utilised, and evaluated to support the development of elected Members.
- ❖ The process is Member owned and driven through the Member Development Steering Group. Individuals will be encouraged to take an active involvement in their own learning and development.

3. How we deliver this?

Members will always be at different stages in their political careers, skills and knowledge will be different for each individual and their requirements for

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development will vary. The learning and development programme will recognise this and assist in their development through the following processes:

3.1 Strategic Direction

The Member Development Steering Group will be responsible for setting the strategic direction for Member Development which will be implemented on their behalf by officers. This cross-party group will be chaired by the Cabinet Member with responsibility for Member Development and made up of other members representing geographical areas of Devon and providing political balance. The group will meet at least 3 times per year to discuss all aspects of Member development.

Group leaders will actively encourage party Members to agree personal development plans and participate in development activities. They will also be responsible for identifying suitable nominations for national/local conferences and external training opportunities.

3.2 Prior to Election

A variety of methods will be used to communicate with prospective candidates providing information about the role and how they will be supported should they be successful.

3.3 Induction

A comprehensive Induction Programme will be delivered following elections for new and returning Members. Skills and knowledge will be delivered in a timely manner using a variety of methods to allow for equality of access. The programme will cover the full range of activities that a Member will undertake and will be delivered incrementally to avoid overloading.

Preparations for the induction programme will take place in good time and will be influenced by feedback from the evaluation of the previous induction and good practice from other authorities.

3.4 Identifying development needs

All Members will be offered an annual personal development interview as a tool to identify their personal development needs. Members will be asked to use the Devon Members' Skills Framework to self-assess against, prior to the interview. A personal development plan will be produced for each Member, and this will form the basis of the Annual Members Learning and Development Plan.

Senior Leadership Development will be supported to identify their learning and development needs using the Devon Members Senior Leadership Skills Framework which includes a 360-degree review process

Organisational requirements to provide learning and development to Members will be considered through officer networks, existing committees, and the Member Development Steering Group.

3.5 Delivery of learning and development

Learning and development activities will be commissioned to meet individual committee and corporate development priorities.

- Generic skills to enable effective working as a councillor
- Service driven activities to support corporate priorities and committee roles
- Knowledge to support robust decision making
- Community leadership to enhance the community role
- Advanced development activities to enhance leadership skills
- Skills to meet new ways of working resulting from the changing shape of local government

We will provide learning in a way that meets individual needs through:

- Nationally recognised learning programmes
- Internal learning events
- Scrutiny masterclasses
- Briefings prior to or as part of the committee process
- Self-managed learning both paper and web based
- Officer briefings
- The Devon Shared Member Development Service
- Mentoring and Coaching arrangements

Delivery methods will consider inclusivity, access to learning, subject matter and learning styles offering both, face to face and online delivery and incorporating a variety of delivery methods.

3.6 Evaluation

Evaluation of all learning and development activities will take place against agreed objectives in accordance with the evaluation strategy (Appendix A). Action will be taken to make improvements based upon this feedback.

3.7 SW Charter for Member Development

Charter plus accreditation was achieved in October 2012 and April 2016 and these standards will continue to be applied to the work that we undertake in this field. This followed on from being awarded the SW Charter for Member Development in December 2008. We will continue to seek reaccreditation on a 3 – 4 yearly basis. SW Charter for Member Development is a nationally recognised standard developed by Local Government Improvement and Development and regionally administered by South West Councils.

3.8 Shared Member Development Service

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Devon County Council has been a partner of the Shared Member Development Service since 2011 and leads on the organisation and development of the offer provided by this service. We will continue to promote and engage with the service taking up learning and development opportunities provided, using tools developed through the service and sharing best practice.

3.9 Support and implementation

Supported by a Senior Workforce Development Advisor to develop and facilitate a cost-effective member development programme and the Deputy Manager / Head of Scrutiny.

3.10 Access to Development Opportunities

- The Senior Workforce Development Advisor will offer all Members an annual personal development interview to identify individual learning needs.
- Member Learning and Development opportunities will be reported to the Member Development Steering Group for consideration and approval.
- Requests to attend non approved national/local conferences or courses with limited places will be considered in line with the process agreed by the Procedures Committee Minute 33 (5/6/18) requiring the approval of the budget holder, the Head of Democratic Services, in liaison with the Leader of the Council as appropriate and supported by a business case to ensure:
 - There is a fair allocation of opportunity
 - It is aligned with corporate priorities
 - It fits with individual roles and responsibilities
 - There is sufficient budget available to support the request
- Individuals attending the agreed events will need to ensure the:
 - Learning activity is has been identified as part of a personal development interview
 - Learning is shared/disseminated to all Members after the event.
- Information on additional development opportunities and officer briefing sessions will be communicated regularly throughout the year
- All Members should confirm whether or not they will be attending a learning and development session at least 2 weeks prior to the date of the event. In line with good practice Party Whips have asked to be kept informed of any non-attendance on the day, where no explanation or apologies are given.

3.11 Member Development Budget

The DCC Member development budget will be made up from two areas:

- An allocation for Learning and Development administered through Human Resources.
- A small allocation for approved Conferences administered through the office of the County Solicitor.

4. Adoption of DCC Member Development Strategy

The original strategy was approved by Procedures Committee and ratified by full County Council on 08/03/07.

The Member Development Steering Group Committee was first established and appointed at County Council on 25/05/07 to support the implementation of the strategy.

Members were appointed to Member Development Steering group at Full Council 25.06.09 these appointments are made and reviewed on an annual basis.

The Strategy was reviewed and revised in July 2009. approved by Procedures Committee 29.09.09 and ratified by Full Council 10.12.09.

The Strategy was reviewed and updated to a Member Development Policy in March 2013.

The Strategy was reviewed and updated in May 2017

The Strategy has been once again reviewed and is commended for adoption for the New Council with effect from May 2021.

Member Development Steering Group Training and Development Log

1. Member Training and Development Log

June – October 2023

Session Title	Area	Date and Time	Target Audience	Attendance
Health and Adult Care Scrutiny Masterclass	Peer Challenge	Thursday 15 th June @ 2pm	All Members	12
Health and Adult Care Scrutiny Masterclass	Transforming Transition for Young People	Thursday 20 th July @ 10.00am	All Members	9
CIRS Scrutiny Masterclass	Resettlement and Migration	Monday 31 st July @ 10:30am	All Members	10
Member Development Session	Data Protection and Cyber Security	5 th September @ 10:30am	All Members	14
Health and Adult Care Scrutiny Masterclass	Integrated Adult Social Care Improvement Plan and Preparing for CQC Assurance	Wednesday 27 th September @ 10:30am	All Members	11

2. Upcoming sessions

October 2023 – February 2024

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Session Title	Topic(s)	Date and Time
CIRS Scrutiny Masterclass	Serious Violence Duty	Thursday 5 th October @ 10am
Children's Scrutiny Masterclass	Fostering Service and Mockingbird	Tuesday 24 th November @ 10am
CIRS Scrutiny Masterclass	Local Nature Recovery Strategy	Tuesday 24 th October @ 2pm
All Member Day	TBC	28 th November
All Member Development Session	TBC	Tuesday 12 th December @ 10:30am

Member Development Steering Group

Questions from Member Wellbeing Survey 2022

1. Your name

Wellbeing

2. Which of the following describes how you currently feel?
3. What are you doing to support your overall health and wellbeing?

Support from the Council

4. How well supported by DCC do you feel at this time?
5. What one thing could the Council do to support you better at this time?

Personal safety of Councillors

6. Have you ever felt at risk when fulfilling the Councillor role?
7. If you selected yes and if you feel comfortable in doing so, please provide a brief summary of any incidents.
8. How effective is the authority's arrangements for protecting you?
9. Is there anything further the Council should/could do to further support elected members from abuse and/or intimidation?

Member Development

10. How satisfied are you about the Council's overall member development offer?
11. Thinking ahead for the next 2 years of the Council term, what areas of training and development should we focus on for Members?

Getting information and support

12. How confident are you in....
 - a) using SharePoint?
 - b) Using the online Locality Budget process?
 - c) Knowing where to go to get answers at DCC?
 - d) Getting wellbeing support?
13. On SharePoint, how often have you accessed....
 - a) the who's who page?
 - b) Recordings of scrutiny masterclasses?
 - c) Recordings of development and training sessions?
 - d) The highways, drainage and roadworks information?
 - e) The member development and training information?
 - f) The other key documents and information available?

