

SANDWELL COUNCIL ELECTED MEMBER DEVELOPMENT PROGRAMME



2022/23

Councillor Keith Allcock – Chair of the Member Development Working Group

As the Chair of the Member Development Working Group, it gives me great pleasure to endorse this new plan that builds on the success of the past few years.

Member Development remains integral to our roles; In ensuring that we, as elected members can continue to support our communities and effectively deliver against the Council's corporate ambitions, we must be confident in our various roles and our ability to carry out our various responsibilities. Our Member Development Programme supports all Councillors, whether newly elected or longer serving, by providing opportunities to ensure that we have the skills and knowledge to respond to immediate and emerging local government issues.

Committee colleagues and I will continue to have oversight of the programme and encourage all members to engage proactively in their own learning and development in support of positive outcomes for the Borough.

Kind regards,

Cllr Keith Allcock

Chair of the Ethical Standards and Member Development Committee

Surjit Tour – Director – Monitoring Officer

Since 2018, Officers within my Directorate have been working to build a member development programme that holistically supports Sandwell Council's Elected Members.

At every turn, we have sought to ensure this is an inclusive process which all Members have an opportunity to contribute to in order for us to design and deliver a programme that enables you, as Councillors to feel supported in your roles, deliver against the strategic priorities and ambitions.

This document sets out what you can expect from the member development programme. We offer a mix of core knowledge and skills to meet the needs of all councillors, alongside themed bespoke development strands for those who have special responsibilities or aspire to a future role.

Whilst the programme is designed to be delivered over each municipal year, as always, Members are encouraged to engage with officers in the directorate if they identify and new development activity that would support them in their Councillor roles.

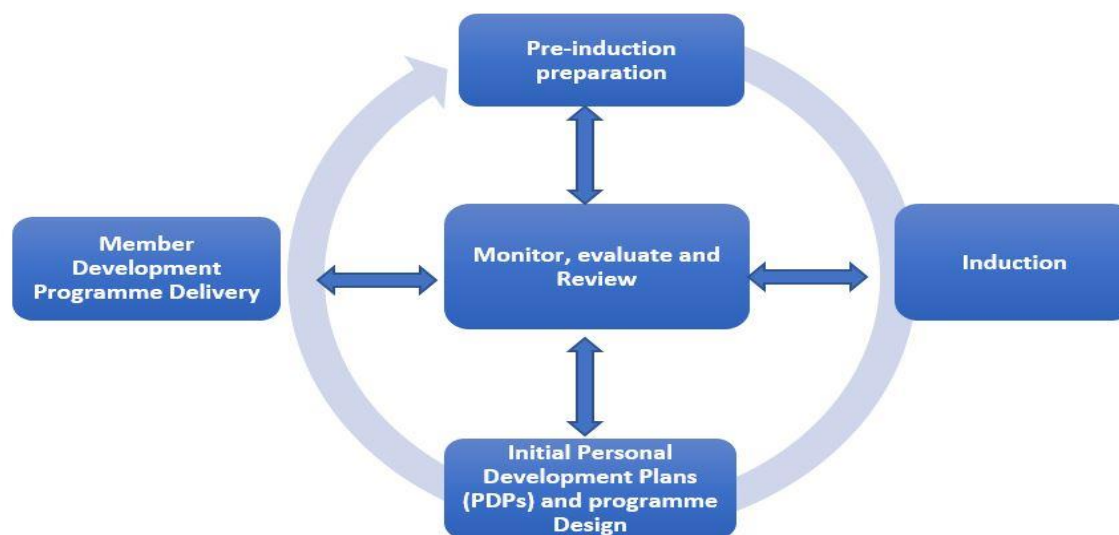
Best wishes,

Surjit Tour

SANDWELL'S APPROACH TO LEARNING AND DEVELOPMENT

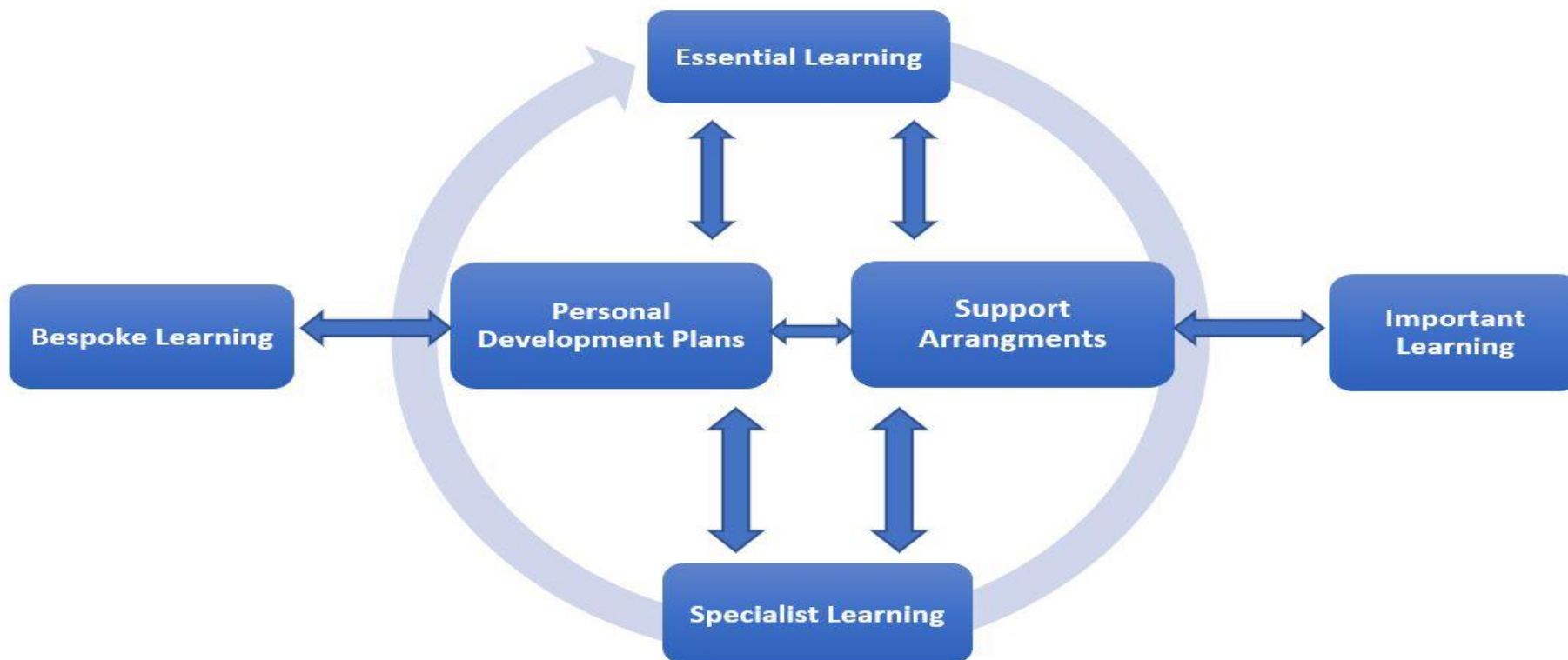
The Member Development programme is designed collaboratively with Members and officers across the Council with the aim of constructing an offer that incorporates the wishes of Members, the immediate needs of the authority and known future issues that impact across the local government landscape, with a view to ensuring that it remains fit for purpose and responsive to our needs.

Our shared belief is that an effective member development journey begins prior to election, in preparing those that would be newly elected members, and continues on a cyclical basis throughout the remainder of a Councillors life in public service. Our approach enables individuals and groups to design a comprehensive package of learning and support interventions that aim to enable and empower Members in their growth and development moving forward.



Our modelled approach includes robust monitoring, evaluation and review to ensure candidates, newly elected members and established members receive appropriate and targeted learning and support matched to their current and future needs.

The MDP has served its purpose well in recent years to establish learning and support as a key ingredient of Member effectiveness and confidence in their roles. This new and revised programme will work with the key strengths established over the past 4 years and build on the identified interventions that will develop Members who are in positions of special responsibility or are aspiring to be. The following diagram encapsulates the approach which is based on external best practice. Each of these elements work independently and collectively to inform a comprehensive framework of targeted development activity.



It is important to stress that the Member Development Plan is not a one size fits all approach, suited for only one use. This programme has been developed with a holistic approach in mind that will, over the next few years, as it continues to grow and develop, respond to the emerging learning and support needs of Members as and when they arise.

This is an ambitious, forward focused programme based in identified priority need with the flexibility to adapt as necessary in accordance with new or emerging themes. Support from officers remains readily available to all Members at any stage throughout lifecycle of the programme; both in 1-2-1 support but also in the continued development of infrastructure mechanisms, such as the MyCouncillor Portal which will continue to assist them in their role.

WHAT TO EXPECT

We understand that members learn and develop in their roles differently and we have designed our programme to provide a variety of development activity. Our strands are delivered using a combination of interactive workshops, member briefings and e-modules. We are also in the process of building a knowledge repository that Councillors can access, via the MyCouncillor portal, key information, as and when you need it.

In understanding that your role does not follow a traditional 9-5 routine, we look to provide development workshops and briefings in the early evening, however, will accommodate daytime sessions where these are preferred.

For the programme to be effective, we rely on your contributions to sessions, sharing your experiences and understanding for the benefit of your colleagues, alongside qualitative feedback on the effectiveness and usefulness of the programme.

UNDERPINNING THE APPROACH

Development Plans – will be available to Elected Members in roles, or aspiring to be, that hold special responsibilities. These will be developed and scheduled at key stages during the Municipal Year. Plans will be based on the individual role with learning, support, advice and guidance sourced internally and/or externally where appropriate.

Support Arrangements – A holistic solutions-based approach designed by Democracy staff to support Members in every aspect of the Member Development Plan and in their roles.

Personal Development Plans (PDP's) - Integral to the ongoing review, development and continuous improvement of the programme will be a planned, robust PDP meeting, held with officers from the Democracy service area, to consolidate strengths and establish areas for improvement. PDP's are scheduled to take place from July 2022 and the repeated prior to the end of this Municipal Year.

YOUR PERSONAL DEVELOPMENT PLAN

The Member Development Programme (MDP) is designed to offer all Councillors a suite of learning and development activity that aims to be flexible in order to meet individual and collective need and ambitions at whatever point you are at in your Councillor lifetime. Your personal development plan or PDP will inform the content of the wider Member Development Plan, ensuring that appropriate resources are made available in support of your roles and responsibilities.

Where there are common themes or trends across the majority of members, our aim is to incorporate development activity in the MDP to address this, however, we understand that individual councillors may identify unique requirements that we aim to support where possible.

We offer all Councillors the opportunity to discuss their development needs in a one to one confidential discussion, where you'll be invited to reflect on your successes, explore future ambitions and design a programme of learning and development that supports your needs.

LINKING INTO SANDWELL'S CORPORATE PLAN & AMBITIONS

Sandwell has a clear vision for what the borough should look and feel like by 2030: In 2030, Sandwell is a thriving, optimistic and resilient community. It's where we call home and where we're proud to belong – where we choose to bring up our families, where we feel safe and cared for, enjoying good health, rewarding work, feeling connected and valued in our neighbourhoods and

communities, confident in the future, and benefiting fully from revitalised West Midlands. Sandwell's Corporate Plan sets out what the Council will do to deliver Vision 2030 and Sandwell's 10 ambitions over the next five years.

In addition to the Vision and its ambition statements, the Council is guided by the shared values of Trust, Unity and Progress. These values guide Members and Officers of the Council in all the work that they undertake and as representatives of the council.

WHAT'S INCLUDED IN THE MEMBER DEVELOPMENT PROGRAMME?

The role of an elected member is varied and often complex, requiring different skills, knowledge and abilities. At Sandwell, we aim to provide development opportunities with the objective of ensuring that Councillors feel equipped to and confident in fulfilling the expectations of the electorate and contributing to the delivery of the Council's strategic ambitions for the Borough.

Our programme is designed to offer something for each member from the point of their first election and flexes to meet the various roles that you may undertake in the course of service to the community. Our themed development strands aim to support Members to achieve their individual and collective objectives.

Some elements of the programme are critical to member roles and we identify these as compulsory. These may be to ensure that statutory obligations are fulfilled or to provide essential knowledge in relation to the individual remits of committee. Our Identified priority learning is drawn from the feedback provided by members as being key to their roles over the coming 12 months. Our specialist development programmes are designed to provide Councillors with, or aspiring to hold, identified roles and responsibilities, the appropriate support and knowledge to conduct those roles and our bespoke programme is responsive to any emerging themes or corporate need. The programme strands are set out below:

New Member Induction

Programmed Event	Objective(s)	Date	Members to be invited	Compulsory (c) Priority (p) specific (s) Bespoke (b)	Lead Officers
Welcome and Declaration of acceptance of office	To provide a welcome to the Council and for Councillors to sign their declaration of acceptance of office	9 th May 2022	Newly and re-elected members (and families)	C	CEO/Monitoring Officer/Democracy
The New Municipal Year	To outline: Council priorities Working together: The role and responsibilities of Councillors and Officers; Directorates and Service provision An overview of decision making Support for members	18 th May 2022	All members	(p)	Leadership Team/Democracy/Member Services
Member ICT and Portal	These sessions address the use of corporate IT devices, information governance and using the member portal for	19-20 May 2022	New members	(C) for new members	Member Services/ICT

Elected Member Development Plan 2022/23

	progressing casework				
Code of Conduct	These workshops will explore the Code of Conduct for elected members and the expectations placed on councillors in their roles	19 th & 22 nd May 2022	All members	(C) for all members	Monitoring Officer/Service Manager Democracy
Personal Safety	This event aims to provide members with key information on safety considerations	September 2022	All members	(P)	
Time Management	To outline strategies and practices to help Councillors balance the demands on their time	TBC	All members	(P)	
LGA Welcome to Newly Elected Members		20 th June 2022	Newly elected members		LGA

Core Learning for all Councillors

Programmed Event	Objective(s)	Date	Members to be invited	Compulsory (c) Priority (p) specific (s) Bespoke (b)	Lead Officers
Understanding local government finance	To provide an overview of financial structures any systems within the Council	14 th & 21 st May	All members	(c) ARAC, Cabinet (P) all members	Director of Finance
Code of Conduct	These workshops will explore the Code of Conduct for elected members and the expectations placed on councillors in their roles	19 th & 22 nd May 2022	All members	(C) for all members	Monitoring Officer/Service Manager Democracy
Social media	Exploring the relationship between Councillors and Social media, unpacking practical and ethical considerations; the benefits of social media as a communication tool and making best	30 th November/1 st December 2022	All Members	(P) All members	Service Manager Communications/ Monitoring officer

Elected Member Development Plan 2022/23

	use of social media platforms.				
Decision making and Council Procedure Rules	This session will offer an overview of the Council's decision making framework and walk members through the conduct and constitutional provisions of Council meetings	12 th July 2022	All members	(P)	Service Manager Democracy/ Monitoring Officer
Corporate Parenting	To outline Councillor responsibilities in relation to the corporate parenting duty	30 th November/ 14 th December 2022 9 th November 2022	All Members Cabinet Members	(C)	Director of Children's Services
Safeguarding	To unpack what safeguarding means from a Local Authority lens, including corporate responsibilities and what to do if you have a safeguarding concern	TBC	All members	(P)	Director of Adult Services
Effective public speaking and presenting with impact	This workshop will offer Councillors the opportunity to explore how to	19 th October 2022	All Members	(P)	David McGrath

	communicate effectively in a public setting and getting your message across				
Working together – the Member/Officer relationship	These workshops will explore the Member/Officer working relationships	6 th and 20 th September 2022	All Members	(P)	Monitoring Officer
Equality and Diversity	Understanding the Equality Act, Equality Duty	e-learning module + workshop		(P)	EDI Manager
Your role on outside bodies	This workshop aims to provide members with an overview of their roles and responsibilities where they are appointed by the Council to outside bodies	28 th November 2022	Members appointed to outside bodies	(P)	Bethan Evans
Code of Corporate Governance	This session aims to provide Members with an overview of the Governance Framework and member roles and responsibilities	22 nd November 2022	All Members	(P)	Cipfa

Elected Member Development Plan 2022/23

Optional workshops (August learning and development weeks)

Programmed Event	Objective(s)	Date	Members to be invited	Compulsory (c) Priority (p) specific (s) Bespoke (b)	Lead Officers
The climate change agenda	Topic specific	TBC	All members	(s)	Carbon Literacy
Drug & Alcohol awareness	Topic specific	TBC	All members	(s)	Cranstoun Sandwell
Anti-social behaviour	Topic specific	2 nd August 2022	All members	(s)	Andrew Clarke
Mental Health & wellbeing	Topic specific	TBC	All members	(s)	TBC
Universal Credit	Topic specific	8 th August 2022	All members	(s)	Samantha Creary
Prevent	Topic specific	Sandwell learn e-module	All members	(s)	TBC
Modern Slavery	Topic specific	9 th August 2022	All members	(s)	Wendy Simms/Piotr Pula
Hate Crime & 24 hour reporting centres briefing	Topic specific	TBC	All members	(s)	Denise Hooper and Rameez Akhtar
Mental health First Aid	Topic specific	TBC	All members	(s)	TBC
Understanding Extremism	Topic specific	3 rd August	All members	(s)	Dave Allport/Sarfraz Khan
Managing conflict and difficult discussions	To provide members with key tips and techniques	2 nd November 2022 (2 sessions)	All Members	(B)	David McGrath Link Services

	to manage challenging situations				
--	----------------------------------	--	--	--	--

Committee specific

Planning Committee

Programmed Event	Objective(s)	Date	Members to be invited	Compulsory (c) Priority (p) specific (s) Bespoke (b)	Lead Officers
Introduction to Planning	To provide an overview of the Council's planning function and understanding key planning considerations as they relate to potential community issues and casework	15 th June 2022	All members	(P)	Service Manager - Planning
Planning Committee	Understanding the role of the planning Committee and key issues likely to be considered over the Municipal year	21 st June 2022	Planning Committee Members	(S)	Service Manager - Planning

Elected Member Development Plan 2022/23

(bitesize) 5G mast – planning considerations	Exploring key considerations in relation to this planning matter	Pre-Committee workshop	Planning Committee Members	(S)	Service Manager - Planning
(bitesize)Wind turbines	Exploring key considerations in relation to this planning matter	Pre-Committee workshop	Planning Committee Members	(S)	Service Manager - Planning
Local planning policy	Exploring key considerations in relation to this planning matter	Pre-Committee workshop	Planning Committee Members	(S)	Service Manager - Planning
Dealing with lobbying and representations	Exploring key considerations in relation to this planning matter	Pre-Committee workshop	Planning Committee Members	(S)	Service Manager - Planning
The green belt	Exploring key considerations in relation to this planning matter	Pre-Committee workshop	Planning Committee Members	(S)	Service Manager - Planning
Departures from development policy	Exploring key considerations in relation to this planning matter	Pre-Committee workshop	Planning Committee Members	(S)	Service Manager - Planning

Licensing Committee

Programmed Event	Objective(s)	Date	Members to be invited	Compulsory (c) Priority (p) specific (s) Bespoke (b)	Lead Officers
Introduction to Licensing	To provide an overview of taxi and general licensing	14, 16, 29, 30 June 2022	All Members	(P)	Licensing Manager
Scrap Licensing (bite-size)	Examining the management of scrap licensing applications and determination	Pre-Committee	Licensing Members	(B)	TBC
The Gambling Act in practice	To deliver the key considerations of Licensing Committee in the context of applications received under the Gambling Act	TBC	Licensing Members	(B)	TBC
Licensing Decision Making at Licensing Committee	How to run a good licensing committee	19-20 th October (Warwick Conference Centre)	Licensing Committee & Sub Committee Chairs and Vice Chairs	(B)	LGA

Scrutiny Boards

Programmed Event	Objective(s)	Date	Members to be invited	Compulsory (c) Priority (p) specific (s) Bespoke (b)	Lead Officers
Introduction to Overview & Scrutiny	To provide an introduction to the role, powers and functions of the Council's Scrutiny Boards	9 th June 2022	New Members	(B)	Statutory Scrutiny Officer
Overview and Scrutiny – provisions, powers, toolkit and work programming	Examining scrutiny best practice, tools and techniques, followed by initial development of work programmes	13 th June 2022	All Scrutiny Members	(B)	Ian Parry CfGS Statutory Scrutiny Officer
Effective questioning	Exploring techniques to facilitate powerful and effective questioning	TBC	All Scrutiny Members	(B)	TBC
Undertaking review activity	This workshop will explore best practice and tools for deep dive scrutiny review activity	TBC	All Scrutiny Members	(B)	TBC
Performance Management	To examine the role of scrutiny in managing council performance	TBC	All Scrutiny Members	(B)	TBC

Effective Scrutiny	This LGA module provides the opportunity to focus in depth on the hot topics that are currently most relevant to delegates	22-23 September or 21 st to 22 nd January 2023 Warwick Conferences, Coventry	New or aspiring scrutiny chairs and task and finish review lead members	(B)	LGA
--------------------	--	---	---	-----	-----

Audit & Risk Assurance

Programmed Event	Objective(s)	Date	Members to be invited	Compulsory (c) Priority (p) specific (s) Bespoke (b)	Lead Officers
An introduction to Internal Audit, Counter Fraud and Risk Management	To provide an overview of the Council's Audit, Counter Fraud and Risk Management functions	23 rd June 2022	All Members	(P)	Internal Audit Manager
The corporate governance framework	Exploring the governance framework and Committee role	Pre-Committee 22 nd November	ARAC Members All Members	(S)	Internal Audit Service Manager, Cipfa
Managing risk	The committee's role in the management of risk and the wider context of corporate risk management	Pre-Committee	ARAC Members	(S)	

Elected Member Development Plan 2022/23

The role of External Audit	An overview of the role of the external auditors	Pre-Committee	ARAC Members	(S)	Grant Thornton
The annual statement of accounts	Examining and providing assurance on the content of the statement of accounts	Pre-Committee	ARAC Members	(S)	Director of Finance
Audit committees	These sessions examine how Audit committees can be most effective	12-13 January 2023 11-12 February 2023 Warwick Conferences Coventry	Audit Committee Chairs/Vice Chairs/ Aspiring Chairs	(B)	LGA

Ethical Standards & Member Development Committee

Standards Hearings	To provide a comprehensive understanding of the role and remit of the Committee where a standards hearing is required	TBC	Ethical Standards and Member Development Committee	(B)	Monitoring Officer
--------------------	---	-----	--	-----	--------------------

Chairs and Vice Chairs/ Aspiring Chairs/Vice Chairs

The role of the Chair	Understanding the role of the Chair, how to chair meetings effectively including a look at activity leading up to meetings, Co-ordinating committee activity,	10 th August 2022	Chairs/Vice Chairs/Aspiring	(B)	David McGrath – Link Services
Presenting with impact		19 th October 2022	All Members	(B)	David McGrath – Link Services
Chairing Hearings/ Proceedings	To explore the role of the Chair in managing quasi-judicial or other formal hearings/ proceedings	TBC	Chairs/Vice Chairs of quasi-judicial bodies	(C)	TBC
Chief Officer Employment Procedures	The role of Members in chief officer employment issues	TBC	Chairs/Vice Chairs/Cabinet Members	(S)	TBC