

Summary of bids submitted by PEMS

- Electronic Support Portal (B&NES)
- Personal Development for Councillors (Stroud)
- Developing Councillors Leadership Skills to Enhance their Council and Community Roles through the South West Sub Region (Bristol City Council)
- Core Training Resources (Gloucester City Council)
- Member Champions (B&NES)

Electronic Support Portal (Bath & North East Somerset Council):

Summary:

This project sought to develop a regional web-based Portal to assist with disseminating and sharing best practice. The site would be hosted by the Local Government Association and would support Members and Officers by offering:

- A communications system
- MLE
- Electronic sharing of information and best practice

Objectives:

- Identifying current systems and facilities available
- Developing a comprehensive message board facility for asynchronous communication
- Developing a chat facility for synchronous communication
- Developing an audio/visual system to enable virtual presence
- Raising awareness of benefits and cost savings for those who participate in the scheme
- Develop and deliver training in using the system to ensure maximum gain is achieved
- Identification of a system robust enough to host online training and assessment achievement and authoring system

Links to Capacity Building Themes:

Peer Support – by offering and promoting a method of spreading best practice within the local government community

Support for Improvement – by offering and promoting a method for individual councils to share experiences and knowledge, to access standard documentation and share learning experiences amongst a wide network of regional local government professionals to facilitate change and improvement in individual councils

Leadership and Change Management – to provide support for individual members, officers and entire councils in building their capacity to deliver strong and confident community leadership by embracing the impact and benefits of new technology by widening their engagement with individuals and groups with similar objectives.

Recruitment and Retention – by enabling access to information,

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guidance and advice, and in so doing, maintaining motivation and job satisfaction levels.

Middle Management Development – by enabling access to management development initiatives and support networks

Support for specific skills – by enabling access to discussion forums and online training packages.

Support for District Councils - the project is aimed at the entire local government community and as such is relevant to all councils.

Amount applied for: £445,000

Personal Development for Councillors (Stroud District Council):

Summary:

This project sought funding to identify and develop the skills and expertise needed to cultivate a strategy of change, improvement and development. This project aimed to respond to the need that Councillors now have to have a broad understand of many issues and are now realising the importance of personal and professional development to raise performance within the communities they serve.

Specifically the project wanted to:

- Provide assessment of individual development planning for Councillors
- Identify areas of good practice and promote the concept of Centres of Excellence in scarce skills to encourage partnership working
- Establish an annual Members' Conference to share best practice, disseminate information and reward personal achievement through an award and presentation ceremony

Objectives:

- To assist Councillors in identifying their own development objectives to enhance their capacity to manage their roles within the Council and as community leaders
- To standardise the quality and basic content of individual member development throughout the region
- To provide a common basic competency framework for the roles and responsibilities of Councillors, against which members can be reviewed through an Individual Development Interview
- To enhance members' ability to represent their electorate
- To promote the establishment of Centres of Excellence in 'scarce skills'
- To share and promote best practice
- To recognise and celebrate the personal achievements of Councillors in the field of individual personal and professional development
- To identify skills gaps from emerging themes to inform the priorities for future member development

Peer Support – a key element of this project is to encourage councillors to take an active role in their development planning and to recognise and reward their achievements

Support for Improvement Planning – this project clearly demonstrates the need for councils to work together to build on strengths, improve skills of councillors and acknowledge achievements. The emphasis will be on targeting development resources where they are most needed and enabling councillors to identify and tackle their weaknesses in a “safe” environment in addition to developing their strengths.

Leadership and Change Management – the identification of skills gaps from emerging themes will help to inform the requirements for future leadership programmes and assist the overall aim of delivering a strategy for political and managerial leadership within individual councils

Recruitment and Retention – recruiting councillors with the diverse range of skills required for effectively executing their role can be difficult. However, helping them to individually identify their strengths and weaknesses from their broad range of experiences will increase motivation and enable them to quickly reach a high level of performance in their role

Making the Best Use of Scarce Skills – the concept and subsequent establishment of Centres of Excellence will encourage the sharing of experience between authorities. Similarly, the use of a common basic competency framework for the roles and responsibilities of Councillors will define and improve the generic skills required.

Support for District Councils – the project is aimed at all councillors and as such is relevant to all councils. The formation of individual development plans will help with improvement planning in preparation for CPA.

Amount applied for: £440,000

Developing Councillors Leadership Skills to Enhance their Council and Community Roles through the South West Sub Region (Bristol City Council)

Summary:

This project sought to build on and develop Bristol’s existing modular Leadership Skills development programme for Councillors throughout the South West.

Specifically the project wanted to:

- Develop an optional accreditation at diploma level 4
- Develop assessment outcomes and gain full accreditation for the programme to provide Councillors with an opportunity to gain a qualification in Local Governance
- Develop a professional pack of Community and strategic Leadership resources based on identified Member Capacities

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<ul style="list-style-type: none">○ Develop an online version of the programme with the opportunity for online learning and accreditation○ Roll out the programme in locations throughout the South West and offer support to smaller and remote authorities who struggle for resources and accessibility to national programmes held in London○ Provide a flexible, modular programme which can be accessed locally, which will be available to be delivered within the local context
<p><u>Objectives:</u></p> <ul style="list-style-type: none">○ To prepare Councillors for Executive and senior Councillor positions○ To clarify Councillors roles and responsibilities and to increase their capacity to deal with the strategic management of local communities○ To offer the opportunity for Councillors to gain a transferable qualification which will be an incentive for potential Councillors to take time out of the employment market which will be particularly relevant to young, minority group representatives from communities○ To provide Councillors with evidence of transferable skills particularly needed because of the temporary nature of their positions○ To develop Councillors in line with Councils' management development programmes in order to ensure that leadership is seen as a joint responsibility○ To assist Councils to increase their CPA rating significantly or maintain a CPA rating of excellent
<p><u>Links to Capacity Building themes:</u></p> <ul style="list-style-type: none">○ Peer Support – courses will be attended by members of neighbouring councils thus providing opportunities for spreading best practice within the local government community. It is also intended that Members from other authorities will be invited to share their experiences within the programme○ Support for Improvement– this project will encourage councils to work together to build on strengths, improve leadership skills of councillors and acknowledge achievements and achieve higher CPA ratings. The emphasis will be on targeting development resources where they are most needed and providing councillors with accessible high quality learning resources so that they can take a more confident strategic role within their authorities whilst working constructively with directors and senior officers. Councillors are required to work on personal development plans and are required to identify their own contributions to Improvement Planning within their own authorities.○ Leadership and Change Management – will prepare councillors with a range of leadership and change management skills to enable them to deliver a strategy for effective political and managerial leadership within their individual councils. The

<p>programme will not only look at developing skills relevant in current situations but will look to preparing for future roles and challenges.</p> <ul style="list-style-type: none">○ Support for specific skills – the programme will support the development of a wide range of skills for example leadership, decision making, scrutiny, communication, chairing, influencing, performance monitoring, strategic thinking, personal skills, partnership working, developing positive member officer relations.○ Recruitment and Retention – Will provide councillors with the opportunity to gain a formal qualification whilst out of the mainstream job market and provide them with clear transferable skills for sudden re-entry into the job market. Provide younger people with more incentive to serve as a councillor. Provides an opportunity for places to be offered to candidates from minority groups who have completed mentoring or into public life courses (particularly relevant in Bristol).○ Prepares councillors for executive and other senior political positions within the council and therefore encourage councillors to stay and develop political career.○ Making the Best Use of Scarce Skills – Will considerably extend councillors repertoire of skills resulting in councillors talking with more confidence new areas such as health, licensing, quasi judicial functions.○ Support for District Councils – the project is aimed at all councillors and as such is relevant to all councils. It is particularly relevant for smaller councils who struggle with accessing national programmes and who would benefit from more flexible ways of learning for example the online version of the course.
Amount Applied for: £350,000

<p>Core Training Resources (Gloucester City Council)</p>
<p><u>Summary:</u> This project aimed to reduce the duplication of training materials that occurs within the field of elected member development. The project also hoped to address the difficulties that exist in ensuring that local needs are accommodated and training is delivered at times and locations suitable for Councillors by developing training resources and enabling user authorities to easily identify and access a broad range of delivery methods.</p> <p>The project sought Capacity Building Funding to develop high quality training materials and efficient delivery of learning including:</p> <ul style="list-style-type: none">○ Identifying a programme of learning outcomes to meet the needs of core skills required of core skills required to effectively execute the role of elected member○ Developing source data on existing provision to catalogue training and development options with details on how to access and utilise the alternatives available○ Promote the benefits of training delivered by both traditional classroom methods and distance learning, flexible learning, electronic

- delivery and other techniques of development and support
- Raising awareness of the demands of the role to potential elected members

Objectives:

- To design and develop an accessible and affordable core training resource package that can be delivered by distance learning or face-to-face classroom sessions
- To identify alternative techniques to traditional learning methods for development and support such as individual and group coaching, peer shadowing etc
- To standardise the quality and content of core training throughout the region
- To eliminate the duplication of training events
- To compile a directory of learning resources and options to publicise learning methods to include information on non-traditional methods of delivery, such as coaching
- To design and develop a process for raising awareness of roles, responsibilities and progression options at the pre-candidate stage

Links to Capacity Building themes:

- **Peer Support** – by offering and promoting joint training and development sessions to local authorities in the region, this project demonstrates a commitment to working together in the drive to raise performance by the pooling of resources and development opportunities through a common approach
- **Support for Improvement** – by expanding the range of development opportunities available, ensuring learning is identified to suit all learning styles and personal and professional commitments and by the pooling of regional resources to create affordable and accessible training is a core objective of this project. Promoting alternative and traditional methods of learning and removing all barriers to learning will result in higher attendance levels and excellent role performance.
- **Recruitment and Retention** - In the context of making the role of the councillor more relevant and wide ranging, this proposal will contribute to efforts to recruit a broad base of candidates for election
- **Leadership and Change Management** – the compilation of a member development directory will embrace all forms of leadership including community leadership at local level and will deliver on all the key emerging roles for members as local governance changes. Those responsible for implementing strategies of change, improvement and development will benefit from the source data supplied by the cataloguing of available learning and development solutions.
- **Support for specific skills** – when barriers to learning are removed to result in higher attendance levels, councils and communities will benefit from a widely utilised member development programme which embraces conceptual as well as

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skill development with many of those skills being transferable
Amount applied for: £310,000

Member Champions Project (Bath & North East Somerset Council)

Summary:

This project aimed to develop the role of elected members acting as champions for particular interests e.g. children, heritage. This role has been promoted by nationally by both English Heritage and the Office of the Deputy Prime Minister (now Communities and Local Government).

The project sought Capacity Building funding to develop a variety of learning, support and development methods including:

- Electronic sharing of information and best practice
- Training delivered by traditional distance learning, face-to-face sessions and electronic delivery
- Creation of a peer support network in co-operation with local and national agencies

Objectives:

- To promote the concept of the Member Champion in order to improve long-term services and secure long-term benefits for local communities
- To improve member capacity for championing particular interests as part of their community leadership role
- To assist 'champions' and relevant agencies to develop comprehensive understanding of the role
- To provide 'champions' with a programme of training events and distance learning opportunities to suit both their particular subject "interest" and general role
- To create a culture of mutual support among appointed champions
- To create a database/resource pack of contacts and core information for "champions"
- To provide Councillors with transferable skills in advocacy and championing
- To provide feedback and updates to an annual member conference

Links to Capacity Building themes:

- **Peer Support** – a key element of this proposal is to develop the opportunity for "champions" to work together to develop a mutual support network
- **Support for Improvement**– The Government is moving toward the creation of "champions" at member level in many areas e.g. heritage, e-governance and children. This proposal supports and develops that initiative and seeks to establish support and understanding of the role in a developing framework of governance and improvement.
- **Recruitment and Retention** - In the context of making the role of the

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councillor more relevant and wide ranging, this proposal will contribute to efforts to recruit a broad base of candidates for election

- **Leadership and Change Management** – where “champion” roles are established within executive roles the programme will complement leadership learning and development. Where “champions” are created outside of executive roles, the “functional” leadership aspect will be emphasised. The concept of “champions” at member level will support change.
- **Support for specific skills** – the programme will support the development of skills associated with advocacy, influencing, presentation, persuasion and representation taking into account those “champion” roles that are not attached to executive or other functions where established support might not be so readily available.
- **Support for District Councils** – the programme is aimed at the general “championing” role and as such is relevant to all councils. The “champion” role will need to develop cross-Council understanding of related themes.

Amount applied for: £265,000