Civic Centre,
Crook,
County Durham.
DL15 9ES
Tel: 01388 765555 Fax: 01388 766660
Minicom: 01388 761515 e-mail: m.laing@wearvalley.gov.uk

Michael Laing   Chief Executive

23rd January 2008

Dear Councillor,

I hereby give you Notice that a Special Meeting of the **POLICY AND STRATEGIC DEVELOPMENT COMMITTEE** will be held in the **COUNCIL CHAMBER, CIVIC CENTRE, CROOK** on **WEDNESDAY 30ᵗʰ JANUARY 2008** at **6.00 P.M**.

AGENDA

Page No.

1.   Apologies for absence

2.   Declarations Of Interest

Members are invited to declare any personal and/or prejudicial interest in matters appearing on the agenda and the nature of their interest.

Members should use either of the following declarations:

Personal Interest – **to be used where a Member will be remaining and participating on the debate and any vote:**

I have a personal interest in agenda item (….) regarding the report on (….) because I am (….)

Personal and Prejudicial Interest – **to be used where a Member will be withdrawing from the room for that item:**

I have a personal and prejudicial interest in agenda item (….) regarding the report on (….) because I am (….)

Officers are also invited to declare any interest in any matters appearing on the agenda.

NOTE: Members are requested to complete the enclosed declarations form and, after declaring interests verbally, to hand the form in to the Committee Administrator.

3.   To consider the Report of the Meeting of the Member   1 - 41

Development Working Group held on 22nd November 2007.

4. To consider the Report of the Meeting of the Member Development Working Group held on 17th December 2007.

5. To consider the Report of the Member Development Working Group held on 29th January 2008.

6. To consider an update on the Procurement Strategy.

Yours faithfully

Michael Laing

Chief Executive

Members of this Committee: Councillors Mrs Burn, Ferguson, Gale, Grogan, Hayton, Henry, Kay, Kingston, Mews, Mowbray, Murphy*, Miss Ord, Perkins, Mrs Pinkney, Mrs Seabury*, Stonehouse and Zair.

*ex-officio, non-voting capacity.

Chair: Councillor Stonehouse

Deputy Chair: Councillor Kay

TO: All other Members of the Council for information
Management Team

DECLARATIONS OF INTEREST FORM

NAME AND DATE OF COMMITTEE	AGENDA ITEM NUMBER	NATURE OF INTEREST AND REASONS	PRINT NAME	SIGNATURE

SPECIAL POLICY AND STRATEGIC DEVELOPMENT COMMITTEE

29th JANUARY 2007

Report the meeting of the Member Development Working Group held on 22nd November 2007.

MEMBER DEVEOPMENT WORKING GROUP – 22ND NOVEMBER 2007

MEMBERS OF THE WORKING GROUP	Councillors Mrs Burn, Gale, Henry, Mowbray and Pinkney
ALSO PRESENT	Ms S Spence, Head of Committee & Democratic Services

Election of Chair

Councillor Mrs Pinkney nominated Councillor J Gale. There being no further nominations he took the Chair.

Appointment of Deputy Chair

Councillor Henry nominated G Mowbray. Councillor Mrs Burn Seconded the nomination.

RESOLVED that Councillor Mowbray be appointed.

MEMBER DEVELOPMENT STRATEGY

Consideration was given to a draft Member Training and Development Strategy devised to outline the Council's objectives for Member Development as part of the Government's Modernisation Agenda. To ensure a more structured approach towards Member development, this strategy outlined the approach that the Council would take towards the development of its elected Members.

Members of the Working Group felt that Members should be required to attend training in respect of Development Control, Licensing and Appeals prior to taking part in these meetings. Further, that such training should be provided annually. Members felt that a record should be kept of Members attendance at training events.

In respect of Induction training for new Members, experienced Members should be involved to provide mentoring, including cross-party mentoring, and a tour of the Civic Centre should be included.

Joint Members and Officers should provide Member Briefing Sessions when appropriate. These points were noted and would be taken into account in the provision of further training and development events.

RECOMMENDED   that the Member Training and Development Strategy attached at annex A be adopted.

ACTION PLAN

Consideration was given to the development of an Action Plan designed to deliver the Member Training and Development Strategy and to assist the Council in achieving the North East Member Development Charter. The Action Plan would be an item on the agenda for each meeting of the Working group to enable Members to monitor progress.

In respect of paragraph 1.1 of the Action Plan, Members felt that all Chairs and Deputy Chairs of Committees and the Leader and Deputy Leader of the Opposition Group should be given an opportunity and encouraged to attend the Leadership Academy. This amendment was **AGREED**.

RECOMMENDED   that the Action Plan attached at annex B be adopted.

MEMBER DEVELOPMENT – BRIEFINGS

Consideration was given to the list of member briefing sessions held since the Annual meeting in May 2007 and those planned for the coming months.

Members felt that further training be provided on Development Control early in the New Year and training be arranged as soon as possible in respect of Licensing. It was noted that the Working Group would receive regular updates on Member Development Briefing Sessions.

Members felt that a further session on fraud awareness should be provided for those Members who had been unable to attend the recent session. Further that Members should have an opportunity to attend media skills training and public speaking training.

RECOMMENDED   that the Member Briefing Sessions, attached at Annex C be endorsed.

SKILLS FRAMEWORK FOR ELECTED MEMBERS

Members considered a Skills Framework for Elected Members to assist in identifying training and development needs. The Council was committed to Member development to ensure that Members gained the necessary skills to perform the various roles required of councillors in modern local government. The proposed skills framework had been based on one produced by the Improvement and Development Agency and would be used to identify and design Member training and development events. The framework linked to other Council documents, for example, the Code of Conduct and Member/Officer protocol.

RECOMMENDED   that the Council adopts the skills framework as attached at Annex D as a guide to Members in improving their skills as councillor.

NEXT MEETING – 17TH DECEMBER 2007

Reports on the following would be presented to the next meeting:

End of event/briefing session/seminar questionnaire
Jargon buster
Members handbook
Action Plan – progress
Member Briefing - update

Officer responsible for the report	Author of the report
Gary Ridley	Sharon Spence, Head of
Director of Central Resources	Committee and Democratic Services
Ext 227	Ext 314

Wear Valley District Council

Member Training & Development Strategy

2007

Contents

SUMMARY

This training and development strategy has been devised to outline the Council's objectives for Member Development as part of the Governments Modernisation Agenda. This was highlighted in 'Strong Local Leadership – Quality Public Services', which requires Members to improve their capacity and skills in relation to strategic leadership, effective overview and scrutiny, partnership working, performance management and Comprehensive Performance Assessment.

To ensure a more structured approach towards Member development, this strategy outlines the approach that the Council will take towards the development of its elected members.

The benefits to the Council will be for it to take a corporate approach towards training and development to enable it to meet its business objectives and work towards maintaining effective corporate governance and political contribution/leadership.

The benefit to communities and citizens of Wear Valley will be through Members gaining the necessary skills to be effective community leaders. Effective community Leadership involves listening to and involving local communities, building vision and direction, working effectively in partnerships, making things happen on the ground and delivering outcomes for local people, standing up for communities and speaking out for local people on major issues that impact on the community, empowering local communities – creating an environment in which other leadership roles can develop and fostering the development of active citizenship and accountability to communities.

Introduction

The purpose of this strategy is to outline Wear Valley Districy Council's approach towards the development of its elected Members.

The Council has six key objectives, which Members are committed to. With a strong development programme Members will have the necessary skills to help the Council meet them. These key objectives are:

1. POPULATION:

The Council will use its statutory powers, resources and influence to help create a balanced, vibrant and growing population across the whole of Wear Valley District.

2. ENVIRONMENT:

The Council will aim to secure new public and private investment to improve the built and natural environment.

3. ECONOMY:

The Council will enable the development of a continuously improves economic infrastructure and environment in Wear Valley.

4. COMMUNITY SAFETY:

The Council will design its services to increase community safety and prime prevention and work closely with key partners to improve crime reduction.

5. HEALTH:

The Council will use its services to help improve the health and well being of Wear Valley residents and promote healthy lifestyles.

6. LIFELONG LEARNING:

The Council will encourage the development of continuous lifelong learning in Wear Valley.

Statement of Commitment to Member Development

The Council recognises the vital role of Elected Members in local government and we pledge to adopt good practice in Member development by:

- Being fully committed to developing our elected Members in order to achieve the Council's aims and objectives.

- Adopting a Member led strategic approach to Elected Member development.

- Having a Member learning and development plan in place that clearly identifies the difference development activities will make.

- Seeing that learning and development is effective in building capacity.

- Developing Member skills to meet the challenges of modern local government.

- Addressing wider development matters to promote work-life balance and citizenship.

Principles

The Council has formally signed up to a Member Charter and has committed itself to the following principles:

- Provide systems for identifying individual Member needs related to corporate objectives and governance.

- Provision of adequate resources to meet the objectives of training and development from both internal and external sources

- The establishment of individual learning plans for members providing a minimum of five days development each year.

- The provision of a Member Development Programme that assists them to fulfill their duties and responsibilities.

- Effective communication of training and development opportunities to Members.

- Develop an induction programme for all new Members provided within a month of appointment.

- Ensure equality of treatment and be aware of individual needs and circumstance where possible offering appropriate support.

- The introduction of a mentoring programme for new Members, to provide them with support and development opportunities from experienced elected Members.

- Assist in the building of effective partnerships with internal and external stakeholders and partners.

- Develop procedures for scrutiny of provision.

1.0   Roles & Responsibilities

1.1   Member Development Working Group

To assist in achieving these aims and to further Member development generally, a Member Development Working Group has been established. To ensure that there is a balance of views and is reflective of the political make up of the Council the Group consists of :-

3 Labour Members
2 Liberal Democrat Member
1 Independent Member

The role of this Group is to assist in the identification and evaluation of Member training and development by the Council with its specific terms of reference being identified as follows:

- To assist in the production of a training programme for Members

- Consider specific areas of Member development identified by the Council

- Assist in the promotion and development of member training within the Council

- To be a point of contact for those Members who require/request individual training needs

1.2   Individual Members

All Members will be responsible for:

- Improving their own performance

- Helping others to improve their performance

- Participate fully in the preparation and maintenance of individual development plans.

- Attend a minimum of five internal training modules per financial year.

- Apply what they have learnt to their work on behalf of the Council

- Communicate their development needs via the Member Development Group to the Head of Committee and Democratic Services.

1.3   Directors

Directors will be responsible for:

- Identifying key strategic activities that require training for Members

- Providing briefings and training to Members on key areas of service delivery or development and on the Governments modernising agenda for local government

- Ensuring that Members understand the activities undertaken within their Department

- Supporting Member development activities and positively contribute to the annual Member Development Programme

1.4   Human Resources

The Strategic Director for Resource Management, through the Head of Committee and Democratic Services will be responsible for:

- Identifying training and development needs and developing strategies and plans to meet them.

- Developing policies and procedures, which promote effective and relevant vocational education, training and development.

- Developing and promoting member training and development initiatives

- Ensuring that a suitable infrastructure is in place to support training and development

- Evaluating the effectiveness of the Council's investment in training and development.

2.0 STRUCTURE

In order to support this strategy, specific provisions will be developed to include:

- Induction Programme

- Personal Development Planning

- Skills Development

- Raising awareness

- Community Leadership

- Information and Communication – E-Government

- Corporate initiatives and policies

Actual provision will depend upon the role and experience of individual members and will be provided upon the basis of development questionnaires and personal development plans.

3.0 EQUALITY

Access to training and development activities should be equitable, based upon individual and Council needs. In accordance with the Council's equality scheme and policy, the Council will seek to ensure that Members are not discriminated against on the grounds of sex, race, ethnicity, disability or sexual orientation.

As part of the review process, analysis of the training provision will be made in relation to diversity issues within the Council and the make up of its elected Members

4.0　ATTENDANCE AT COURSES

On completion of any training related activity an evaluation form will be issued to the Member to complete. This will identify their views upon the impact of the training upon themselves and their effective execution of their duties within the Council. This documentation will assist in the process of scrutinising development activities.

To ensure the effectiveness of this process, the Head of Committee and Democratic Services should be informed of any training activities to ensure that individual training records and documentation is kept up-to-date

5.0   METHOD OF DELIVERY

The Council will consider a variety of training methods to train and develop its Members. Some or all of the following may apply:

- Coaching/mentoring (on-the-job), which should be planned and appropriate time put aside to maximise its effectiveness.

- In-house training courses

- CD ROM/on-line computer based learning packages

- Planned experiences outside of the Organisation e.g. visits etc

- External courses/conferences

- Distance learning courses

- Library materials

- Reading

- Team or individual briefings

6.0   IMPLEMENTATION

To ensure effective implementation of the strategy, the Head of Committee and Democratic Services will produce a Training and Development program on an annual basis for consideration by the Member Development Working Group.

They will decide on the corporate priorities based upon the need to balanced investment in areas of training against corporate aims and objectives.

7.0 REVIEW

This policy will be reviewed every 2 years, with a report being prepared for the Member Development Working Group. It will be revised, as appropriate, in accordance with best practice and with any developments regarding Member Development.

MEMBER DEVELOPMENT CHARTER

ACTION PLAN

1. Commitment to Member development

Guidelines	What this means in practice	Evidence /Action	By When	By Whom
1.1 Top political and managerial leadership commitment to development of elected Members	The political and managerial leadership can describe strategies put into place to develop elected members in order to improve the Council's performance	• Member Development Strategy	AGREED Council 6 Feb 2008	In place
		• Signed commitment to member development	In place	In place
		• Action Plan	Agreed Council 6 Feb 2008	In place
		• Members handbook	Agreed Council 6 Feb 2008	Produced and circulated to Members
		• Established all party training and development task group	In place	Established and operating - SS
		• The top political and managerial leadership development – All Chairs and	All Chairs except two have	Ongoing - LS

		Deputy Chairs of Committees and Leader and Deputy Leader of the Opposition Group to attend the Leadership Academy	attended Academy – remaining two agreed to attend – also arranging for Deputy Chairs to attend.	
		• Investment in resources including learning materials, equipment, facilitators etc. - budget	Budget in place	Budget In place - SS
1.2 Policy statement	The Council has a written statement, issued to all Members, specifying its policy on Member development in terms of equality of opportunity, priority development areas and named Member and Officers responsible	• Statement of commitment	In place	In place SS
		• Policy easily accessible to Members	Included in Members Handbook	Included in Handbook

1. Commitment to Member development (continued)

Guidelines	What this means in practice	Evidence /Action	By When	By Who
1.3 Equality of opportunity and access to learning and development	The political and managerial leadership can describe specific actions that they take to ensure equality of opportunity, and access to learning, in the development of	• **Alternative methods used to meet learning needs and preferred style of learning**	January 2008	AH
		• Timing of events takes account of cultural	Operating	Operating –

				evenings sessions are arranged where appropriate for Members in employment
1.4 Budget	The Council has allocated a budget for Member development which is adequate to address priority and other development needs.	• Budget in place • Minutes of meetings show that Members (cross party) involved in setting the budget	in place All parties involved during the budget setting process – see Minutes of Special Policy and Strategic Development Committee and Special Council Meeting to set budget - February	In place - SS Minutes available
1.5 Officer resource support	An officer of the Council has responsibility, which is time resources and in their job description, for co-ordinating Member development.	• Officer identified – Member support • **Named officer in Members' handbook, or other information source**	Sharon Spence Included in Handbook	Sharon Spence Included in Handbook

1. Commitment to Member development (continued)

Guidelines	What this means in practice	Evidence /Action	By When	By Who
1.6 Dissemination of learning	The political and managerial leadership can provide examples of learning among elected members, and of promoting exchange of information, as part of encouraging a learning organisation culture.	• Example reports or briefing sessions from systems used to capture and disseminate learning from external providers and other learning opportunities	Reports of Briefing Session included in Members Handbook	On going
		• **Programmes of cross authority sharing knowledge**		SS/AH
		• **Case studies (such as visits)**		SS/AH
		• Mentoring arrangements	Agreed Council – 6th Feb 2008	SS
		• Member champions in certain topics/functions	in place	J GALE

1. Strategic approach to Member Development

Guidelines	What this means in practice	Evidence /Action	By When	By Who
2.1 Member led strategy	Representative Members are involved in the formation, implementation, monitoring and evaluation of Member development strategies, possibly through an established all party task group.	• Minutes showing all party involvement in agreeing, monitoring and evaluating elected Member training and development strategy.	See Minutes of Working Group	SS
		• Member Steering Group in place.	in place	In place and operating – see agendas and minutes of meetings
		• Written strategy available.	Agreed Council 6th Feb 2008 – In Members Handbook	In Handbook
		• **Periodic reviews using information from internal and external sources**		SS/AH

		• Relevant Overview and Scrutiny or other committee minutes and reports	Reports and Minutes circulated to all Members	Reports and Minutes circulated to all Members
2.2 Linkage to Council Corporate Plan	Political and managerial leadership are actively involved in identifying priority organisational development needs which link council's aims and objectives to the development of elected Members.	• Strategy identifies priority development needs and makes stated and clear links with Council's aims and objectives	See Strategy	See Strategy
2.3 Member roles clearly set out	The various representative roles of elected Members are clearly specified and Members are able to describe how they contribute to achieving the Council's objectives.	• Member role descriptions • **Member political skills framework** • Extracts from Constitution or other Council documents outlining Members roles	in place December 2007 in place Members job descriptions included in Members Handbook, in Constitution	Agreed – 20th December 2007 Council SS Members job descriptions included in Members Handbook, in Constitution

2. Strategic approach to Member Development (continued)

Guidelines	What this means in practice	Evidence /Action	By When	By Who
2.4 Process for identification of needs at individual and Council wide level.	The Council has a structured process for regularly assessing elected Member development needs at the individual and Council	• **Outline of system used to identify individual needs** • **Personal Development Plans**	February 2008 March 2008	AH AH

	wide levels.	• **Appraisals**		AH
		• **Outline and supporting paperwork, for identifying function and Council needs**		AH
		• **Training needs analysis**		AH
2.5 Structures and timely approach to promoting development opportunities	Members confirm that they receive appropriate and adequate notice of development opportunities to allow them to plan in advance.	• Timetable of learning opportunities with at least 3 months notice (excepting for newly emerging needs)	on going	SS
		• Members' newsletters	in place	LR
		• Systems to encourage training and development take-up such as using champions, political whips and party group leaders particularly for important events. .		Member Development Working Group (MDWG) Member Champion J Gale and members of the working group
2.6 Appropriately	Political and managerial leadership	• **Cross authority/external party**		MDWG

| learn with external partners | can provide examples of action taken to encourage joint development opportunities for elected Members and external partner organisations. | **event programmes**

• **Cross cutting service training and development programmes**

• **Programmes using external (partner) support for developing Members.** | | SS/AH

SS/AH |

2. Strategic approach to Member Development (continued)

Guidelines	What this means in practice	Evidence /Action	By When	By Who
2.7 Strategy for Induction	Elected Members who are new to the Council, and those new to a particular role, confirm that they received a structured and effective induction.	• Induction strategy • Induction programme of events • Individual induction plans	END Feb 2008	SS/AH SS/AH SS/AH
2.8 Address political leadership and team development	Top political leadership are actively involved in defining the Council's approach both to effective political leadership (for current and prospective leaders) and to team development	• In-house political leadership event programmes • Programmes of events that support team building • Programmes of joint events with top		SS SS SS

		management	on going	
		• Succession development programmes for potential lead position holders		
		• External programmes used to support political leadership development (Leadership academy)	On going	LS
		• Programmes supporting development of community leadership skills for all Members		SS
		• Summaries of end of event questionnaires	Feb 2008	
				AH

2. Strategic approach to Member Development (continued)

Guidelines	What this means in practice	Evidence /Action	By When	By Who
2.9 Mechanisms for evaluation, and informing future plans, identified.	The Council has systems in place that effectively evaluate the benefits from elected Member development and identify areas for	• Written up outline approach to evaluate elected Member training and development with named Member and Officer responsibilities.	February 2008	AH

	improvement.	• System involves evaluating learning for all Members and their different learning styles		AH
SS/AH		• System focuses on outputs (action), outcomes (results) and continuous improvement.		SS/AH

3. Member learning and development plan in place

Guidelines	What this means in practice	Evidence /Action	By When	By Who
3.1 Addresses development priorities	The Council draws up plans to meet training and development needs identified as a priority in helping it to achieve corporate aims and objectives.	• Strategies, policies, training plans or action plans, with defined priorities which contribute to achieving corporate aims and objectives • Reports of other paperwork indicating training provision to meet priority needs • Minutes of meetings identifying priority training needs, which support delivery of Council aims Training needs analysis or audit		SS SS SS/AH
3.2 Identify what development activities should achieve	The Council can demonstrate that elected Member training and development activities have well defined and focused objectives.	• Programme outlines with stated purpose and objectives that focus on expected results • Individual development plans that clearly indicate what is expected from training and development activities		SS AH
3.3 Sets out how, when, where and who is responsible	The elected Member training and development plan follows a developed planning process including who is responsible for	• Training plan • Paperwork, agenda and minutes of meetings indicating that the Council plans		SS/AH SS

	implementing, monitoring and evaluating the plan.	development with named individuals responsible for implementation, monitoring and evaluation.		

3. Member learning and development plan in place (continued)

Guidelines	What this means in practice	Evidence /Action	By When	By Who
3.4 Takes account of access to development opportunities	The Council organises events at various times, to allow for access by those with work or family commitments, and utilises a range of methods to meet training needs.	• Training programmes indicate development opportunities available at a range of times allowing access by different groups including those who work		SS
		• Where the authority draws Member learning from – for example internal, external, national programmes, partners, private companies, local government family		SS/AH
		• Examples of a range of ways Members can learn, and training on offer, that responds to individual Member needs and learning styles including E- learning materials		AH

3.5 Linkage between individual plans and the Council's corporate and other plans	Individual elected Members can describe their learning needs and how these link into function and corporate aims and objectives	• Samples of individual development plans clearly linking learning to the Members role in delivering the Council's Corporate and other plans.		AH
		• Individual Member development portfolios		SS
		• Training needs analysis or reports summarising individual needs with corresponding planned activities and the linkage to service function and Council aims.		SS/AH

Guidelines	What this means in practice	Evidence/Action	By When	By Who
3.6 Representative elected Members consulted	The Council has an open and constructive relationship on elected Member development with representatives from the various political / non – political groups	• All party Member training group in place contributing to identification of training needs and plans to met them	in place	Member Development Working Group
		• Reports, minutes of meetings etc showing representative elected Members from political parties and non-political groups are consulted on the Member development plan		
		• Newsletters, raising awareness of the plan with all Member newsletters,	in place	

		intranet/induction		

4. Learning and development is effective in building capacity

Guidelines	What this means in practice	Evidence /Action	By When	By Who
4.1 Members learn and develop effectively	The top political and managerial leadership can consistently give tangible examples of how development of elected Members has improved the performance of the Council, functions and individuals.	• Evaluation reports outlining results from elected Member training and development		SS
		• Examples of end of event questionnaires		AH
		• Extracts / quotes on Member development from external inspection		SS/AH

		reports		
		• Programmes showing that where appropriate development activities are linked to relevant external standards.		
4.2 Learning is shared with other elected Members and where appropriate with officers and stakeholders.	Elected Members can give examples of how they have been encouraged to learn, and to share the learning with others, so as to improve their own performance and that of others	• Mentoring arrangements • Case studies of sharing learning with others internally, externally and in the wider local government family • External event / visit reports circulated to appropriate others • Opportunities / systems in place to share learning such as on the intranet, papers in Members room, workshops etc. • Minutes of meetings, reports or other paperwork showing action resulting from development opportunities, new ideas put forward and acted on and sharing good practice.		SS

4. Learning and development is effective in building capacity (continued)

Guidelines	What this means in practice	Evidence /Action	By When	By Who
4.3 Investment in learning and development is evaluated in terms of benefits and impact	The Council can demonstrate that it evaluates the cost and benefits of Member training and development and the impact it has had on performance	• Evaluation strategy in place • Reports to top political and managerial leadership showing regular analysis of costs and benefits from Member training and development • Case studies of how training and development has impacted on performance • Minutes of meetings, focus groups or interviews involving elected Members in evaluating the impact of their development on performance		SS SS SS/AH SS
4.4 Identifies (and implements) improvements to learning and development activities	People confirm that the Council is genuinely committed to the continuous development of elected Members and can give examples of relevant and timely improvements that have been made to development activities.	• Reviews of training and development strategies, such as induction, indicating continuous improvement • Minutes of meetings, reports etc providing examples of improvements to learning • Changes to on-going programmes		SS SS SS

5. Elected Member Development promotes work life balance and citizenship

Guidelines	What this means in practice	Evidence /Action	By When	By Who
5.1 Assists those with family responsibilities.	The Council regularly assesses how it can assist those with family responsibilities in terms of suitable allowances and support	• Members handbook including arrangements that support those with family responsibilities • Arrangements for child care or other caring responsibility allowances • Pension arrangements • Minutes of meetings showing that the Council regularly reviews the suitability of allowances and support to Members to help in not deterring people to take up public office		SS SS SS SS

5. Elected Member Development promotes work life balance and citizenship

Guidelines	What this means in practice	Evidence /Action	By When	By Who
5.2 Reviews how Council business is conducted to allow for equality of access to key political decision making mechanisms	The Council regularly reviews how it conducts its business, in terms of when meetings are held and access based on a clear understanding of diversity, so that elected Members or potential Members, are able to take part in the democratic process.	• Council diary – scheduling meetings takes account of cultural and faith commitments • Council diary – times of meetings include both day and evening so that Members can discharge their duties in such a way so as not to sacrifice family and employment responsibilities • Minutes of meetings show that the Council regular reviews the number of meetings and is mindful of work life balance and recognises that elected Members are often involved in external meetings and activities in other community roles		SS SS SS

	.		

5. Elected Member Development promotes work life balance and citizenship

Guidelines	What this means in practice	Evidence /Action	By When	By Who
5.3 Holds events for the community to encourage people to become community leaders.	The Council actively encourages citizenship, and publicises the role of elected Members as community leaders, as part of promoting local democracy and encouraging under represented groups to take up office.	• Citizenship links with local schools, colleges and universities • Presentations at community forum events, and targeting under represented groups, to promote the role of councillors. • Open days • Prospective councillor events • Prospective councillor materials, role descriptions – recruitment packs		AH AH SS/AH SS AH

		• 'Day in the life of a councillor' feature in newsletter		

MEMBER DEVELOPMENT WORKING GROUP

22ND NOVEMBER 2007

Report of the Strategic Director for Resource Management

MEMBER DEVELOPMENT - BRIEFING

purpose of the report

1.   To provide details of the member development – briefings undertaken since the Annual Meeting in May 2007 and those planned for the coming months.

background

2.   The Council is committed to Member development and Member training and briefing sessions are held on a regular basis.

Member development - briefings

3.   Below is the list of sessions undertaken since the Annual Meeting in 2007 and briefing sessions planned over the coming months.

Date	Session	Officer responsible
14th May 2007	Introduction to Council and Management Team	IP. ML, RMH, GR, JD - held
14th May 2007	Code of Conduct	AB/ SS held
4th June 2007	Development Control training	External trainer
5th June 2007	Basic Induction	AF/AH
11th June 2007	Development Control training	External trainer
8th August 2007	Member/Officer Protocol	AB
5th September	Leadership Programme – Community Champions	External
10th September 2007	Section 106	DT
11th September 2007	Housing/Council Tax training	SR
18th September 2007	Risk Management	GR
18th September 2007	White Paper Briefing	LS
25th September 2007	Local Government Finance	AC
10th October 2007	Declaring Interests	AB
12th October 2007	Time Management	External

18th October 2007	New Local Plan	RMH
22nd October 2007	Partnership and the LSP	MH
29th October 2007	Political Correctness Training	External
30th October 2007	Community Leadership, Partnership and Community Engagement Training	External
6th November 2007	Overview and Scrutiny Training	LS
12th November 2007	Fraud Awareness	LH / TW
19th November 2007	Changes to the Planning System	RMH
2Oth November 2007	Leisure Provision in Wear Valley	AF
27th November 2007	Eastgate	SD
28th November 2007	Regional Spatial Strategy	RMH
4th December 2007	Equality and Diversity	AF
10th December 2007	Section 17 / Domestic Abuse	EB
17th December 2007	Performance and Performance Management – Where we are now	GR / JG

RECOMMENDED
1. that the information be noted and Member briefings programmed over the coming months be endorsed.

Officer responsible for the report | **Author of the report**
Gary Ridley | Sharon Spence
Strategic Director for Resource Management | Head of Committee and Democratic Services
 | Ext 314

AUTHORISATION FORM (AF1)

Item :
Committee :
Date :

Every section of this report must be completed. Indicate whether the following has been taken into account when producing the report. The officer consulted must initial the 'yes' column, for example an officer from the Legal Section will initial the yes column to indicate he/she is satisfied that the legal implications are covered within the report.

	Yes	no
Financial implications		
Legal implications		
Human Resource implications		
Health and Safety implications		
IT implications		
Value for Money		
Crime and disorder implications		
Human Rights, equality and diversity implications, access to services		
Risk assessment/option appraisal		
Policy context		
Background papers		
The report contains exempt information – if yes give reasons (public interest test) The appropriate exempt category must be stated.		
The Monitoring Officer has been consulted on the report		
A legal officer has been consulted on the report		
The report has been considered by the Corporate Management Team where appropriate		
Other officers consulted on the report – list below		
List dates when the Council or its committees previously considered this issue.		

Please note that the Head of Committee and Democratic Services/ Deputy Monitoring Officer or her appointed staff will send reports that do not present all the relevant information clearly, back to the author which may delay the consideration of the issue by committee.

WEAR VALLEY DISTRICT COUNCIL

SKILL FRAMEWORK FOR ELECTED MEMBERS

COMMUNITY LEADERSHIP (CL) engages enthusiastically and empathically with the community to learn, understand and act upon issues of local concern. Mediates fairly and constructively, encouraging trust by representing all sections of the community.	
Positive Indicators	**Negative Indicators**
- Engages proactively with community, canvasses opinion and seeks new ways of representing others. - Keeps up to date with community and issues of local concern, drawing information and resources from a range of sources and people. - Approachable, is empathic and understanding and engages trust. - Provides a voice for all sections of the community and develops partnerships inside the council and with external organisations. - Mediates fairly and constructively between people with conflicting needs. - Campaigns with enthusiasm, courage and persistence on behalf of others.	- Does not engage in community activities, waits to be approached and is difficult to contact (e.g. says 'I'm not your councillor'). - Keeps a low public profile and is not easily recognised by members of the community. - Is exclusive in approach, and does not focus equally on community groups or issues. - Concentrates on council processes and meetings rather than constituents. - Unrealistic about what can be achieved and does not deliver on promises.

REGULATING AND MONITORING (RM) understands and executes judicial role by following protocol, evaluating arguments and making decisions that balance public needs and local policy. Ensures progress by monitoring and intervening where necessary.	
Positive Indicators	**Negative Indicators**
- Evaluates arguments according to evidence - Chairs meetings effectively, follows protocol and keeps process on track - Follows legal process, balancing public needs and local policy - Monitors performance and intervenes as appropriate to ensure progress - Seeks feedback on own performance and engages in self-directed learning - Understands and acts on judicial role in order to meet legal responsibilities (e.g. Duty of care)	- Does not declare personal interest and makes decisions for personal gain - Does not check facts or consider all sides of a story, makes subjective and uninformed judgements - Leaves monitoring and checks on progress to others - Makes decisions without taking advice or considering regulations and wider development frameworks - Fails to recognise or address limits of own knowledge and expertise - Misses deadlines, leaves business unfinished and lacks balance between council work and other commitments
SCRUTINY AND CHALLENGE (SC) acts as a critical friend by seeking opportunities for scrutiny and providing constructive feedback. Analyses information quickly and presents arguments in a concise, meaningful and easily accessible way.	
Positive Indicators	**Negative Indicators**
- Looks for new methods and topics for critical challenge and scrutiny - Quickly analyses and assimilates complex information, taking account of the wider strategic context - Presents arguments in a concise, meaningful and easily accessible way - Inquisitorial, asks for explanations and checks for implementation of recommendations - Objective, rigorous and resilient in challenging process, decisions and people - Acts as a critical friend, provides constructive feedback and	- Does not prepare thoroughly or check facts, uses selective information and draws subjective or biased conclusions - Overly reliant on officers and tends to back down when challenged - Fails to recognise or engage in scrutiny as part of their role - Assimilates new information slowly, focuses on details and does not distinguish between important, irrelevant and inaccurate information - Adversarial in style, aggressive and confrontational when challenged - Prefers political 'blood sports' to working collaboratively for the

acknowledges the success of others	good of the council, abuses scrutiny processes for political gain

COMMUNICATION SKILLS (CS) engages enthusiastically and empathically with the community in order to learn, understand and act upon issues of local concern. Mediates fairly and constructively, encouraging trust by representing all sections of the community.

Positive Indicators	Negative Indicators
- Communicates regularly with community via newsletters, phone calls and local media - Listens sensitively, checks for understanding and adapts style as necessary - Builds relationships with local media and creates opportunities for communicating key decisions, activities and achievements - Speaks clearly and confidently in public, uses accessible language and avoids jargon or 'council-speak' - Provides regular feedback, keeps people informed and manages expectations - Uses appropriate language to communicate key points verbally and in writing (e.g. letters, reports, interviews and presentations)	- Interrupts, appears not to listen and uses inappropriate or insensitive language (e.g. shouting, being rude or abusive) - Communicates reactively and is slow to respond when approached by others (e.g. public, colleagues, officers or media) - Fails to listen to others' views and presents rigid and inflexible arguments - Uses information dishonestly to discredit others and is unwilling or unable to deliver unpopular messages - Fails to participate in meetings and lacks confidence speaking in public - Presents subjective and confused arguments using poor language and style

WORKING IN PARTNERSHIP (WP) builds positive relationships by making others feel valued, trusted and included and by working collaboratively to achieve goals. Maintains calm and focus, recognises when to delegate or provide support and is able to take a long term view in developing partnerships.	
Positive Indicators	**Negative Indicators**
• Builds good relationships with colleagues, officers and wider community • Achieves goals by co-ordinating others, maintaining task focus and persisting in the face of setbacks • Empowers others to take responsibility, knows when to delegate or provide support • Makes others feel valued, trusted and included, recognises and is inclusive of people from different backgrounds • Patient, takes a long term view in developing networks and partnerships • Maintains calm and focus when criticised or under pressure	• Uses status and position to exert control or impose solutions, fails to involve people in decisions • Exclusive in approach, fails to utilise diverse skills and perspectives of others • Unable to work across political divide and places political gain before collaborative working • Acts alone rather than seeking help or working as part of a team • Uses divisive tactics to upset relationships, council policies and decisions • Defensive when criticised, blames others for failure and does not admit to being wrong
POLITICAL UNDERSTANDING (PU) acts ethically, consistently and with integrity when communicating values or representing group views in decisions and actions. Works across group boundaries without compromising values or ethics.	

Positive Indicators	Negative Indicators
• Actively represents group views and values through decisions and actions • Helps develop cohesion within the group and contributes to healthy communication between the group and council • Communicates political values through canvassing, electoral campaigning and by identifying new ways of engaging the public • Committed to developing own political intelligence and understanding of local and national political landscape • Acts ethically, understands and communicates political values to others • Works across group boundries without compromising political values	• Demonstrates inconsistent political values, lacks integrity and tends to say what others want to hear • Has poor knowledge of group manifesto, values and objectives • Puts personal motivation first, changes beliefs to match with those in power • Acts alone and fails to support group colleagues in public forums • Fails to translate group values into ways of helping the community • Lacks understanding of how central government policy impacts on local issues and council functioning

PROVIDING VISION (PV) creates a shared council vision by establishing strategic policies and prioritising actions. Actively encourages involvement of others in policy formation and works collaboratively to analyse information and promote understanding. Open to new ideas and ways of doing things.

Positive Indicators	Negative Indicators
• Establishes strategic policies and prioritises actions based on local needs, manifesto and regional opportunities • Works with officers to collate and analyse information and inform budget priorities and performance plans • Actively encourages involvement of stakeholders in policy formation • Creates and communicates a shared council vision, providing clear direction and promoting understanding • Open to new ideas and adapts innovatively to a changing environment (e.g. e-government) • Acts to broaden perspective and enhance effectiveness by learning from others and sharing best practice (e.g. other councils, IDEA)	• Takes short term 'quick fix' approaches to policy formation, focuses on day-to-day issues rather than future needs and fails to see beyond the next election • Excludes members, officers and public from decision making and is overly selective in use of information to guide policy decisions • Resistant to change, prefers 'old ways' of doing things and fails to draw on the experience of others (e.g. councils, peer support) • Does not identify or act on opportunities to promote the council or influence national and regional agendas • Inward looking, does not communicate and explain council vision and policies • Does not work within CPA guidelines or act on recommendations

MANAGING PERFORMANCE (MP) works closely with others to develop, promote and achieve objectives and represent council at a strategic level. Encourages scrutiny, monitors performance and responds positively to feedback and ideas.	
Positive Indicators	**Negative Indicators**
- Works closely with senior officials to develop, agree and implement portfolio strategies - Sets and communicates realistic and achievable objectives, monitors performance and acts to address deficits - Develops knowledge of council systems and inputs council views at area specific meetings (e.g. planning, licensing) - Emphasises a team approach and shares responsibility for success and failure - Encourages scrutiny and responds positively to feedback, challenges and ideas - Represents electorate and council at a strategic level through links and partnerships at local, regional and national levels	- Uses support inconsistently or ineffectively, fails to consult or is too reliant on officers or external support - Inflexible and resistant to scrutiny, alternative views and solutions - Creates a 'them and us' attitude to officers, opposition or external councils and agencies - Operates in secret and fails to open processes and decision making to others – 'tells' rather than 'sells' - Overly focused on process and debate, fails to reach conclusions - Fails to integrate own portfolio with wider cabinet agenda

EXCELLENCE IN LEADERSHIP (EL) provides visionary and charismatic leadership, is well prepared, able to troubleshoot and juggle conflicting responsibilities. Works to shape a culture of excellence by acting as the public face of the council and a role model for others. Encourages co-operation and communication across political and council boundaries.

Positive Indicators	Negative Indicators
- Provides visionary and charismatic leadership, inspires trust in others and gains commitment to policies and decisions - Shapes a culture of excellence and acts as a role model for appropriate behaviour, ethical practice and democratic process - Builds strong relationships with senior officers and cabinet based on open communication, co-operative working and trust - Acts as the public face of the council and champions council needs in regional and national debates - Works across political and council boundaries to foster communication and encourage co-operation - Well prepared to be able to troubleshoot, judges what to get involved in and when to say 'No' - Committed to learning, developing others and sharing best practice - Effectively 'juggle' numerous, potentially conflicting, responsibilities	- Maintains personal control by imposing views and being directive - Demonstrates partiality for own party members and uses position to promote party agenda to the detriment of wider council needs - Defensive, avoids making difficult or unpopular decisions and unwilling to admit mistakes - Lacks clear parameters between own role and that of Chief Executive, fails to delegate or make use of others' strengths - Overly reactive, fails to plan ahead or foster a sense of mission - Does not encourage communication with community or promote the council, lacks public recognition as a figurehead - Inconsistent in style and behaviour, fails to 'walk the talk' or set an example for others - Lacks detailed knowledge of different council sectors and fails to integrate information to provide an overview of council functioning

SPECIAL POLICY AND STRATEGIC DEVELOPMENT COMMITTEE

29th JANUARY 2008

Report the meeting of the Member Development Working Group held on 17TH December 2007.

MEMBER DEVEOPMENT WORKING GROUP – 17th DECEMBER 2008

MEMBERS OF THE **WORKING GROUP**	Councillors Mrs Burn, Gale, Grogan, Henry, Mowbray and Pinkney
ALSO PRESENT	Ms S Spence, Head of Committee & Democratic Services and A Hall, Training Officer

REPORT OF THE MEETING OF THE MEMBER DEVELOPMENT WORKING GROUP – 22ND NOVEMBER 2007

The Report of the above meeting was agreed as a true record.

MEMBER HANDBOOK

Consideration was given to the provision of a Members Handbook to provide a reference document for Members in respect of their personal and professional development.

RECOMMENDED   that a Members handbook be produced and provided to Members.

GLOSSERY OF TERMS AND ACRONYMS

Consideration was given to a draft glossary of terms and acronyms.

RECOMMENDED   that the glossary be circulated to Members and copy be included in the Members Handbook.

PROGRESS – ACTION PLAN – MEMBER BRIEFINGS

Consideration was given to progress towards implementing the Member Development Strategy through the Action Plan, and Member Briefings proposals.

In addition to the briefing listed in the report it was suggested that sessions be provided to Members covering the following:

Development Control
Licensing
Political Management Arrangements created in the Local Government Act 2000
General introduction to Overview and Scrutiny
Training for Chairs and Deputy Chairs of Committee.

Members felt that the invitation to attend training sessions should be on coloured paper to ensure they were not overlook.

RECOMMENDED that the action taken be endorsed and Member Briefing Sessions be held as detailed in the report, with the inclusion of those identified at the meeting.

COUNCILLOR MENTORING – A PROPOSAL FROM THE IDEA

Members considered the proposal from IDeA to provide councillor mentoring. The proposed project would include a programme of mentoring to support the Group Leaders and Chairs of Policy and Overview and Scrutiny Committees.

RECOMMENDED that the Council accepts the proposal from Idea for Councillor Mentoring.

ASSESSMENT OF COURSES/ BRIEFING SESSIONS ATTENDED BY MEMBERS

The Training Manager detailed a Computer Based System which could be used to assess courses/ briefing sessions attended by Members.

It was **AGREED** that the Training Officer provide further written details for the next meeting.

The Training Officer confirmed that over 50% of Member PDPs had been completed.

NEXT MEETING – JANUARY 2008

Officer responsible for the report	Author of the report
Gary Ridley	Sharon Spence, Head of
Director of Central Resources	Committee and Democratic Services
Ext 227	Ext 314

Procurement Strategy Action Plan Progress - January 2008

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Procurement Exercise	Tasks	By Whom	Target Date	Status at July 2007	Evidence
Undertake detailed analysis of expenditure	• Install Powerplay software • Conduct analysis of spend at Wear Valley District Council • Conduct analysis • Distribute directorate spend details	• IT • Procurement Officer / Procurement Board • Working Group • Corporate Finance Manager	**June 06**	**4**	Powercube volume/value 2006_07 Invoice count 2006_07 Directorate spend 2006_07 Influencial spend 2006_07 Supplier spend 2006_07 Directorate information
Rationalise and cleanse Supplier Database	• Using volume value data identify suppliers • Identify key suppliers • Develop an approved/potential supplier listing • Limit application for 'new' suppliers	• Procurement Officer • Procurement Board	**Dec 06**	**3**	Invoice count 2006_07 Directorate spend 2006_07 Influencial spend 2006_07 Supplier spend 2006_07
Develop procurement internet and intranet pages	• Provide relevant procurement documents to Web Site Manager • Add documents to internet and intranet	• Web site Manager • Procurement Officer	**Dec 06**	**4**	Wear Valley Procurement Page Procurement Folder
Agree the performance indicators for procurement	• Develop procurement performance indicators	• Procurement Officer • Performance Imp Manager	**Dec 06**	**4**	Procurement Performance Indicators

Key to progress status/scoring : **1** - no progress, **2** - little progress, **3** - some progress, **4** - good progress, **5** - action completed

Procurement Exercise	Tasks	By Whom	Target Date	Status at July 2007	Evidence
Develop 'How to sell to the council' guide for both authorities	• Develop guide • Circulate through Authority • Add to intranet/internet	• Procurement Officer • Web Site Manager	**June 07**	**5**	How to do Business Guide
Introduce, monitor and evaluate the use of fuel cards to Wear Valley District Council	• Develop cardholder guide • Implement in pilot area • Monitor and evaluate • Roll out across authority	• Procurement Officer • Procurement Working Group	**June 06**	**5**	CMT Report Fuel Card Audit Report Fuel Card Business Case Fuel Card Usage Report
Introduce, monitor and evaluate the use of purchasing cards in pilot area at Wear Valley District Council	• Develop cardholder guide • Implement in pilot area • Monitor and evaluate	• Procurement Officer • Procurement Working Group	**Sept 07**	**3**	Purchasing Card Business Case Supplier Presentation Cardholder Guidelines Employee Agreement
Conduct a training needs analysis for both Councils	• Identify key officers regarding procurement function • Conduct a training needs analysis using competency framework	• Procurement Officer • Human Resources	**Dec 06**	**5**	Training needs analysis Summary of Procurement Courses required Training Needs Analysis Summary Details
Roll out purchasing cards across Wear Valley and Teesdale District Councils	• Identify key areas of spend • Evaluate spend • Introduce and roll out purchasing cards across Teesdale District Council	• Procurement Officer • Corporate Finance Manager	**Sept 07**	**4**	Purchasing Card Business Case Supplier Presentation

Key to progress status/scoring : **1** - no progress, **2** - little progress, **3** - some progress, **4** - good progress, **5** - action completed

Procurement Exercise	Tasks	By Whom	Target date	Status at July 2007	Evidence
Evaluate the use of eProcurement or online buying	• Identify areas regarding eProcurement • Options appraise	• Procurement Officer • Procurement Working Group	**Sept 06**	**3**	E Portal report Purchasing Card Business Case Fuel Card Business Case
Develop Contracts register	• Compile full contracts register	• Procurement Officer	**Mar 07**	**3**	Contract Register
Develop Procurement Internet - contract requirements, supplier guide	• Supply relevant procurement information to Web Manager • Update Internet site with information	• Procurement Officer • Web Site Manager	**Sept 07**	**5**	How to do Business Guide Buyer Profile Council Opportunities - approved/potential suppliers
Health Check for both authorities	• Conduct an Health Check across both authorities	• External provider	**Jan 08**	**4**	Independent Procurement Health Check booked for 18th January 2008.
Complete all relevant National Procurement Strategy Milestones	• Review all milestones	• Procurement Officer	**Dec 06**	**4**	National Procurement Strategy Milestone Progress Report
Develop procurement plan	• Identify procurement activities • Develop Plan	• Procurement Working Group • Procurement Officer	**Sept 06**	**3**	Procurement Strategy NPS Milestones Procurement Action Plan
SME concordat developed and embedded across both authorities	• Analyse concordat • Update relevant documents	• Procurement Working Group • Procurement Officer	**June 07**	**5**	Small Medium Business Concordat

  Key to progress status/scoring : **1** - no progress, **2** - little progress, **3** - some progress, **4** - good progress, **5** - action completed

Procurement Exercise	Tasks	By Whom	Target date	Status at July 2007	Evidence
Leverage procurement using collaboration and partnerships	• Update partnership Database • Analyse partnership arrangements	• Procurement Officer	**Mar 07**	**4**	Procurement Service Level Agreement Collaborative Spend Analysis PID Durham Procurement Partnership Commodities Strategy Collaborative Fire Ext Tender Partnership Database
Produce a Procurement Guidance Toolkit/Manual	• Benchmark other toolkits • Develop guidance	• Procurement Officer	**Sept 07**	**3**	Toolkit developed being proofed at Easington.
Update contracts register	• Analyse data and update contract register	• Procurement Officer	**Dec 07**	**3**	Corporate Contract Matrix
Update Corporate Procurement training	• Update procurement training	• Human Resources • Procurement Officer	**Mar 08**	**4**	Procurement Training on Notes
Conduct LM3 Spend Analysis	• Work with NECE on project • Facilitate analysis on spend • Distribute findings on completion	• NECE • Procurement Officer	**Sept 07**	**4**	LM3 Supplier Letter Extended LM3 file LM3 PID document
Annual review of Procurement Strategy	• Consultation with Procurement Board / Business Forum / NECE • Update strategy • Attain approval	• Procurement Officer • Procurement Board • External bodies	**Aug 07**	**4**	Procurement Strategy level 5 reviewed June 2007

Key to progress status/scoring : **1** - no progress, **2** - little progress, **3** - some progress, **4** - good progress, **5** - action completed

Procurement Exercise	Tasks	By Whom	Target date	Status at July 2007	Evidence
Develop a Sustainable Procurement Guide	• Develop guide • Attain approval of document • Circulate for reference	• Procurement Officer	**July 07**	**4**	[Sustainable Procurement Guide](#) [Sustainable procurement](#)
Develop a Procurement Code of Practice	• Develop document • Attain approval of document	• Procurement Officer	**Feb 08**	**3**	Developing document. Completion date end Feb 08
Review and Identify further improvements for procurement activities	• Hold meetings with Procurement Board • Prioritise activities	• Procurement Board • Procurement Officer	**Aug 07**	**3**	Procurement Board Minutes

Key to progress status/scoring : **1** - no progress, **2** - little progress, **3** - some progress, **4** - good progress, **5** - action completed

National Procurement Strategy – Milestones Progress Report

National Procurement Milestones 2004

2004 Milestones	Position at Jan 2008	Required action	By whom	By when
Procurement Strategy developed and owned by CX, Members and Officers, and regularly measured	▪ Joint Procurement Strategy complete and approved at both councils ▪ Performance indicators have been approved and included within the strategy to ensure measurability ▪ Workshop sessions conducted for full participation and support ▪ Procurement Action plan within document regularly review.	▪ Continue to monitor procurement performance indicators and update if necessary ▪ Continue to review and monitor action plan	JW	Complete
Sets out the approach to partnering in construction & service delivery	▪ N/A	▪ No action needed	N/A	N/A
Sets out the council's approach to collaboration and the new trading powers	▪ A protocol for joint working, collaboration and partnership working embedded into strategy.	▪ No action needed	JW	Complete
Best Value Reviews or similar, should include a robust and challenging appraisal of service delivery models.	▪ Best Value Review on Regeneration ▪ Partnership with Wear Valley - Benefits, cost benefit conducted	• No action needed	JW	Complete
Addresses workforce, sustainability & equality issues and helps achieve the community plan.	▪ Addressed in NEPO and OGC documents. ▪ Contained in Procurement Strategy	▪ No action needed	JW	Complete

2004 Milestones	Position at Jan 2008	Required action	By whom	By when
How the council will encourage a diverse & competitive supply market (Supplier Guides)	▪ How to do business guide developed, approved and added to the internet ▪ SME Concordat adopted ▪ Work closely with DPP on collaborative contracts	▪ No action needed	JW	Complete
A compact is concluded with the local/voluntary sector	▪ LSP in place (provides a network of partners) ▪ Tenants compact established in Housing ▪ County Durham Economic compact	• No action needed		Complete
A BV review of procurement in place or planned	▪ Best Value review for Procurement at Wear Valley conducted 2003 ▪ Teesdale - Self assessment	▪ Complete		Complete

National Procurement Milestones 2005

2005 Milestones	Position at Jan 2008	Required Action	By Whom	By When
Every single tier/county council should carry out a health check on progress against National Strategy.	n/a	n/a		Complete
Every district/upper tier council should be involved with a regional centre of excellence	▪ Both Councils have association with Gateshead Council as the regional centre of excellence and plays an active role with projects	▪ Continue to work with NECE on any identified best practice procurement activities	JW	Complete
OJEU notice to contract award should be reduced by average 10 per cent time	▪ Not enough OJEU notices issued to improve on. Not a viable option	▪ No action needed	JW	Complete
Smaller district councils without procurement resources should be collaborating with others to create shared services for procurement and project management	▪ Joint procurement officer in place ▪ Active members of : Durham Procurement Partnership, NECE and NEPO	▪ Monitor and Review progress of initiatives	JW	Complete
Collaborating with neighbouring councils for shared commissioning and/or delivery of services	▪ Collaboration with Teesdale/Derwentside/Sedgefield Councils regarding ▪ Benefits - TD/WV ▪ Procurement - TD/WV ▪ IT - WV/DD/SB ▪ Refuse vehicle - WV/DD	▪ No action needed	JW	Complete
Appropriate e-Procurement solution implemented & measured	▪ Approach to e-procurement ▪ Identified areas: Fuel Cards Purchasing Cards Web based ordering	▪ Continue to monitor and review	JW	Complete

2005 Milestones	Position at Jan 2008	Required Action	By Whom	By When
Making use of the GPC or equivalents.	▪ Using GPC framework agreement with Barclays Purchasing Card ▪ Implemented at TDC	▪ Continue to work with Barclays regarding automated data transfer ▪ Roll out to WVDC	JW	Complete
Procurement's relationship to Community Plan addressed	▪ Compared Community Plan and Procurement Strategy, prioritised and identified links ▪ Particularly with Economy ,Environment and Housing	▪ Prioritise and identify links ▪ Ensure links are contained within the revised procurement strategy ▪ Monitor and review	JW	Complete
Evidence Workforce diversity, equality and sustainability issues addressed	▪ Diversity and Equality training carried out throughout both authorities	▪ No action needed	Human Res. Dept	Complete
Diverse and competitive supply market actively encouraged	▪ How to do business guide to be implemented ▪ Engaged and working with Enterprise Agency on Supplier database	▪ Monitor and review	JW	Complete
Sustainability built into procurement strategy, processes and contracts	▪ Sustainability to be built into document	▪ Ensure links are contained within the revised procurement strategy	JW	Complete
Concluded Concordat for SMEs and Third Sector compact	▪ SME visioning day held in February 2006 ▪ SME Concordat developed and endorsed ▪ Concordat available to business forums ▪ Concordat on website ▪ Attendance and participant of Business Forums	▪ No action needed		Complete

2005 Milestones	Position at Jan 2008	Required Action	By Whom	By When
Improved bidding process– better information for suppliers, demand supplier innovation and option for bidders to specify community benefits in bid	▪ Developed guide on how to do business with the council. ▪ Updated procurement folder on internet ▪ Procurement Toolkit	▪ See our guide and website for info	JW	Complete

National Procurement Milestones 2006

2006 Milestones	Position at Jan 2008	Required action	By Whom	By When
Every District Council should have carried out a health check on progress against the National Strategy	▪ Regional Centre of Excellence to carry out health check	▪ Health check booked for both authorities. Wear Valley Jan 08	NECE TDC WVDC	Complete Jan 08
The average time taken from OJEU Notices to contract award reduced by 25 per cent.	▪ Not enough OJEU notices issued to improve on. Not a viable option	▪ No action needed	-	Complete
All councils should have access to an appropriate e-marketplace	▪ Working with NECE and DPP identifies potential e-auctions	▪ Continue to work with NECE and other parties for access		Complete

POLICY AND STRATEGIC DEVELOPMENT COMMITTEE

30 JANUARY 2008

WEAR
VALLEY
DISTRICT COUNCIL

Report of the Procurement Officer
UPDATE ON PROCUREMENT STRATEGY

purpose of the report
1.   To update members as to the procurement activities within the Council in line with the Joint Procurement Strategy.

background
2.   The Joint Procurement Strategy was produced in line with the guidance of the Governments National Procurement Strategy (NPS) with key milestones for each council to meet.

3.   Members will recall that the Joint Procurement Strategy was agreed at Policy and Strategic Development Committee on 14 June 2006. Within the strategy, the action plan outlines procurement tasks with outlined action dates commencing 2006 up to 2009. Attached in annex A is the updated procurement action plan.

progress on procurement
4.   Wear Valley position themselves against the National Procurement Strategy Milestones and the Procurement Strategy Action Plan on a regular basis and update the procurement strategy to comply with any new / revised legislation or best practice models.

5.   The procurement action plan within the council is making good progress with fifteen of the twenty-five procurement exercises either 'completed' or making 'good progress'. No procurement exercises have been scored as 'little or no progress' made. A detailed progress report of the action plan can be shown at annex A.

6.   The status of procurement activities has been scored out of five. (1 = no progress, 5 = action complete). The table below shows further details:-

Table 1 Procurement Strategy Action Plan

Score	Definition	Progress Status
5	Action completed	5
4	Good progress	11
3	Some progress	9
2	Little progress	0
1	No progress	0

7. The NPS milestones officially concluded at the end of 2006. However, due to late participation from Wear Valley in 2005 there were still some milestones in which there was room for improvement. The progress summary against the NPS milestone's can be seen in the table below. A detailed progress for the milestones is shown in annex B.

Table 2 National Procurement Strategy Milestone Progress

Year	No of Milestones	Position at Jan 2008
2004 Milestones	8	8 complete
2005 Milestones	13	13 complete
2006 Milestones	3	2 complete 1 due for completion Jan 08

8. One of the key NPS milestones was for every District Council to carry out an independent procurement health check on progress against the National Strategy. Wear Valley's procurement health check was conducted onsite by the North East Centre of Excellence (NECE) on Friday 18 January 2008.

9. Initial feed back from the NECE was that the "challenge" indicated a good level of achievement against the NPS objectives as all relevant targets have been met.

10. There was keen and active participation in the exercises which demonstrated that the attendees are all familiar with the principles of procurement and how it fits into their own service areas, as well as a good understanding of how procurement can be used to support achievement of the Council's corporate objectives and delivery of the Community Plan.

11. The Council's commitment to collaboration with other Councils and its involvement with the NECE to share learning and understanding of opportunities and challenges will, in turn, have contributed to improved delivery of services.

12. A set of voluntary procurement performance indicators were published in 2005, these were developed by IDeA and the Audit Commission with the Society of Procurement Officers (SOPO). Wear Valley adopted ten procurement-related indicators at beginning of financial year 2006/7. Table 3 below table shows details/status of indicators.

Indicator Ref	Procurement Indicator Descriptions	Target for 2006/7	Apr - Sept 2006	Oct - Mar 2006/07	Target for 2007/8	Apr - Sept 2007
PRO1	Average minimum cost of raising an order	£7	£7	£7	£7	£7
PRO2	Average invoice value	£1,600	£1,496	£1,315	£1,600	£1,214
PRO3	Average Spend per supplier	£13,000	£11,000	£11,755	£13,000	9,333.19
PRO4	% of spend through electronic orders	22%	19%	39%	22%	36%
PRO5	% of invoices received electronically	1%	1%	0%	1%	1%
PRO6	% of orders raised electronically	100%	100%	100%	100%	100%
PRO7	% of invoices paid electronically	97%	97%	97%	97%	98%
PRO8	Percentage of corporate spend through p-cards	10%	0%	1%	10%	2%
PRO9	% of milestones activities completed in the National Procurement Strategy	73%	63%	87%	92%	95%
PRO10	% of medium and high-risk projects managed under a structured project management methodology.	50%	63%	-	50%	-

Table 3 Procurement Performance Indicators

conclusion

7.   The NPS milestones and the Joint Procurement action plan evidence that the council is making good progress.

recommendation

i.   It is recommended that members note the progress made to date for procurement activities.

Officer responsible for the report	Author of the report
Gary Ridley	Julie Warnett
Strategic Director for Resource Management	Joint Procurement Officer
Ext 306	Ext 204