

Broads Authority

Member Development Strategy

May 2010

1 Introduction

- 1.1 Members bring a wide range of skills and knowledge to the Broads Authority, many of which are used to great effect in developing the effectiveness, efficiency and capabilities of the Authority. However, members cannot be expected to assimilate all the information necessary for them to conduct their strategic roles and responsibilities unless an effective development strategy is in place to help enhance their understanding of key issues which affect the Authority. A well structured and targeted development strategy should assist the Authority to make more informed decisions and demonstrate to stakeholders that the Authority has a wider understanding of the key issues affecting the Broads.
- 1.2 The Broads Authority is committed to supporting the development of its staff and members to achieve continuous improvement of its services. It will ensure that it has the processes and resources in place to deliver the Member Development Strategy.

2 Purpose

- 2.1 This Member Development Strategy outlines the skills and knowledge that a member will need to acquire to carry out their role effectively. It does not attempt to list all development opportunities that members will be offered, but it provides a detailed framework for new and existing members to identify the development opportunities available and to assess their own needs against this framework. It may be that members will not need to undertake each development opportunity, depending on their previous experience, but the opportunity to refresh existing knowledge and skills is an important element of the strategy.

3 Key Principles

- 3.1 Members will have:
 - a. Access to a member induction and continuous development programme which enables them to fulfil their responsibilities.
 - b. Access to information about all induction and development opportunities.
 - c. A mechanism to help them identify their individual development needs and identify ways in which they can contribute to the Authority's work.
 - d. An opportunity to be mentored by a more experienced member of the Broads Authority under the Authority's mentoring scheme.
 - e. Opportunity to provide feedback on the effectiveness of each development opportunity, share good practice and contribute to the future framework of the development programme.
 - g. Opportunity to contribute to an annual review of the development programme to ensure that both the contents and the administrative arrangements meet the needs of members and the organisation.

- h. Opportunity to attend member development activities each year in response to individual and/or Authority development requirements. However, it is recognised that some members will find it difficult to commit time towards development and every effort will be made to accommodate individual development needs where possible.

4 Member Induction and Continuous Development Programme

4.1 The Member Development Strategy is supported by a Member Induction and Continuous Development Programme which is designed to follow the developmental path of a member, from core induction through to a stage where members can develop ways of contributing to the organisation; by taking on additional responsibilities or making their expertise available to the Authority through representation on external bodies. It comprises three main stages as detailed below.

4.2 Core Induction for Members. Core Induction for Members will commence as soon as a member is appointed to the Broads Authority. The Core Induction will consist of six main parts:

- a. A comprehensive Member Induction Pack which will be provided to each members as soon as they are appointed.
- b. An initial meeting with the Chief Executive and Chairman of the Authority to provide an overview of the Broads Authority, including it's purposes, vision and objectives.
- c. A familiarisation day on the Broads with Broads Authority staff to view work being undertaken in the Broads Authority Executive Area.
- d. Training on governance and representation, including: the Broads Authority's Code of Conduct; the Planning Committee's Code of Conduct for Members and Officers (if applicable); Standing Orders; the Protocol on Member and Officer Relations in the Broads Authority; and the Broads Authority Communication Strategy.
- e. The opportunity to have a member mentor for the first six months of appointment to aid the new member in developing their understanding of the Broads Authority.
- f. The opportunity to attend the Association of National Park Authorities (ANPA) New Members Induction course.

- 4.3 Continuous Development: The National and International Perspective. ANPA hosts both the National Park Workshop and Conference as annual events for members to attend. The Association of Inland Navigation Authorities (AINA) also hold a series of events, including an annual AINA Conference. These events provide exceptional development opportunities for members to obtain a wider understanding of issues affecting the national park family and inland waterways, allow engagement on strategic issues and allow an understanding of national and international contemporary thinking on how to tackle important issues within a wider environment. Member attendance at these events is important as this aids a more collective understanding and facilitates a network of expertise to discuss and address particular and generic topics as they arise. Members will be given the opportunity to attend at least one of the Association of National Park Authorities (ANPA) events, and the Association of Inland Navigation Authorities (AINA) Conference, within the first two years of their appointment and attend at least one ANPA or AINA event every 3 years following their initial attendance at such an event.
- 4.4 Continuous Development : Special Areas of Interest. To facilitate a more collective understanding of strategic issues surrounding the Authority a continuous development programme will be scheduled each year. This continuous development programme will be based around special areas of interest which will come from either the main headings in the Broads Plan or other strategic issues affecting the Authority. These development opportunities will include presentations, site visits and in-depth debate to examine current delivery methods and provide the opportunity for discussion on the need to adjust policy; such sessions would allow more 'free thinking' with members not being constrained in a similar way which might occur within a full Authority meeting. The output from such a programme could be forwarded to full Authority meetings for a formal debate and decision, should this be considered necessary. A programme of continuous member development, based on four strategic issues, will be scheduled each year, with the dates included within the Annual Committee Timetable.
- 4.5 The Member Induction and Continuous Development Programme is intended to take members through their first term of office over approximately four years. However, more experienced members will be able to refresh their skills at any point, and also take advantage of any opportunities they missed, or which have been added to the programme or updated. The emphasis is on continuous development rather than acquiring all skills in the first year and the development programme should therefore be seen as a long term commitment.
- 4.6 The Authority recognises that not all members will be able to commit a significant amount of time to development because of professional or personal commitments. Members will be supported in identifying those opportunities which will help them make a personal contribution to the work of the Authority.
- 4.7 Development activities will be delivered in a variety of formats, both office /centre based, or by fieldwork and site visits where appropriate. There may be facilitated workshops, one to one support under the mentoring programme, or attendance at an external training event. The Authority's professional staff will play a major part in the delivery of the programme, allowing members and officers the opportunity to

work together in a less formal setting. When appropriate, external trainers will be engaged to deliver some development opportunities.

- 4.8 At the end of each development opportunity, members will be asked to provide feedback, in order that the programme can be monitored, evaluated and developed in response to members' and the organisation's needs. Attendance on all development opportunities will be recorded to help substantiate the Authority's understanding and knowledge base at any time.

5 Development Needs Analysis

- 5.1 The Broads Authority is committed to providing relevant and up to date development for its members, and will review development needs on an annual basis. A Development Needs Analysis will be carried out to ascertain collective and individual needs through the following methods:

- a. Feedback from members' Authority Development Appraisals.
- b. Requests from members at any point during the year.
- c. International or national changes in legislation or guidance.
- d. In response to any local issues.
- e. Issues raised by the Authority's staff.
- f. Review of the Authority's corporate objectives.

6 Authority Development Appraisals

- 6.1 In order to support the Authority and individual members in continuous development, members will complete a Broads Authority Development Appraisal in February each year. Development Appraisal meetings will then be scheduled for each member. These will be carried out by the Chairman or Vice Chairman. The purpose of the Development Appraisals will be to:

- a. Identify levels of Authority performance and how these could be potentially improved.
- b. Identify a range of development opportunities for the future.

- 6.2 The Development Appraisals will also determine strategic issues which need to be raised with the Chief Executive and other actions to be taken to increase the performance, effectiveness and development of the Authority.