

Member Development Programme 2013/14
Report by Chairman

<p>Summary: This report sets out a draft Member Development Programme for 2013/14, building on the Member Development Strategy approved in May 2010. The programme is based upon discussions I have had with members during their Development Appraisals.</p> <p>Recommendation: Members' views are sought on the draft Member Development Programme for 2013/14.</p>

1 Introduction

1.1 At its meeting on 14 May 2010, the Authority agreed a Member Development Strategy setting out a framework for inducting and developing new members, and providing ongoing learning and development for all members to ensure that they have the wider understanding of the key issues affecting the Broads in order to make informed decisions. A key part of this is an annual Development Appraisal with all members, which is intended to review the development of the Authority with the aims of:

- identifying levels of performance and how these could be improved; and
- identifying other development opportunities for the future.

1.2 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.

1.3 This report sets out a proposed Member Development Programme for 2013/14, building on the Strategy agreed in 2010 and providing a programme that will enhance members' wider understanding of the key issues, provide continuous development, and give members an opportunity for engagement with officers and outside bodies to aid shared learning.

2 Review of the Development and Performance of the Authority in 2012/13

2.1 The annual Development Appraisals are an important part of identifying members' learning and development needs and reflecting on the development opportunities in the previous year. At the time of writing this report 19 out of 21 appraisals had been completed. Members were very positive about the member development programme in 2012/13, with complimentary remarks about how the events had aided their understanding on key issues and

increased the capacity for the Authority to make well informed decisions. The attendance rate at some member development events over the year was not always as high as had been hoped, and it will be important for members to commit to future events to maintain a high level of understanding. Attendance at meetings of the full Authority increased from 81% to 82%, when compared to the previous period, which has helped maintain a collective understanding of the issues addressed and the continued development of the Authority. Unfortunately, the overall attendance for all meetings dropped from 83% in 2011/12 to 78% in 2012/13, due to lower attendance rates at Committee meetings (74% for the Navigation Committee, 75% for the Financial Scrutiny and Audit Committee and 77% for the Planning Committee). Members are reminded that the collective attendance target for all meetings in 2013/14 is 80%.

- 2.2 The attendance figures above are only one aspect of the collective performance of the Authority. The NPAPA Review Team told the Authority that they identified good leadership provided by lead members and good collective responsibility among senior managers and members. They also commended the Member Development Programme, and identified the Authority's way of doing this as one of their five identified "good practice" models. However, they also said that the Authority was not (and by implication must not become) complacent about what still needs to be achieved.
- 2.3 Following my discussions with members as part of the Development Appraisal interviews, I am also able to draw some conclusions as to the value for money that members have brought to the Authority as a whole. The expenditure for members' expenses and allowances in 2012/13 is projected to be approximately £45,000, which will represent a reduction to the actual expenditure in 2011/12 of approximately £1,000. The value for money delivered for this expenditure includes:
- The extent to which the Authority acts as a focus of attention and accountability for the work done by staff.
 - The credibility of the Authority's work and approach is validated by the scrutiny and experience of its members.
 - The overall cost of the Authority's members who provide this governance is very small in the context of the overall annual budget.
 - The level of experience and capacity for decision-taking provided by 21 members could not be easily matched in any comparable body/company in the private sector.
- 2.4 The draft member development programme for 2013/14 draws on the comments made by members within their annual Development Appraisals. Any additional key themes or trends arising out of further discussions which need to be addressed as part of this programme will be addressed during the meeting.
- 2.5 There was also a feeling expressed by some members that they wished to have more opportunities outside the formal run of meetings to network and to have more informal exchanges of views. Some looked back with approval at

the morning sessions which were once held before a Friday afternoon formal meeting: these incorporated not only a time for members to discuss matters privately, but also provided time for briefings on matters of interest to the Broads, without them forming part of the formal meeting. Since the Friday Authority meetings have moved to an earlier start, we have attempted to include such briefings within the meeting agenda; but there is still no arrangement for members to get together more informally, nor is it clear how important an element this would be for most members.

3 Draft Member Development Programme 2013/14

3.1 Core Induction for New Members. A new members Induction Day provides an opportunity for the Chairman and Chief Executive to give an overview of key issues, in order to aid wider understanding, and for members to ask questions they would not otherwise have the opportunity to address. This event is scheduled to take place on 10 September 2013. The venue and detailed programme will be determined nearer the date, to ensure that the programme includes topical issues for all new members of the Authority. The new members induction programme also includes:

- a comprehensive Member Induction Pack;
- an initial meeting with the Chief Executive and Chairman;
- a familiarisation day on the Broads to view ongoing work;
- governance training, including a briefing on the Code of Conduct;
- the opportunity to have a member mentor for six months; and
- the opportunity to attend the Association of National Park Authorities (ANPA) New Members Induction Course (the next of which will be held in Snowdonia on 17 - 19 September 2013, and in the New Forest on 21 - 23 January 2014).

3.3 Specific Training. Specific training is also held for new or potential members of the Planning Committee, who receive an additional session prior to attending their first meeting. This covers the status of the various planning policy documents, the primacy of the Development Plan and the reasons for approval/refusal.

3.4 Continuous Development: The National and International Perspective. There are opportunities to attend National Park Workshops and Conferences organised by ANPA (the next of which is the Conference being hosted by the North York Moors National Park on 25 – 27 September 2013 on Landscape). The Authority will send up to five delegates to this Conference and I have already received expressions of interest from several members. Further expressions of interest are needed as early as possible to allow these places to be allocated.

3.5 Continuous Development: Special Areas of Interest. It is proposed that a series of member briefings, presentations and site visits will be scheduled, based around the four key themes in the draft Broads Plan and Strategic Objectives, to meet the development opportunities identified within the members' Development Appraisals. The key elements for consideration are

set out below, and opportunities will be sought for incorporating these briefings either within the agenda of existing meetings, or as special events.

- (i) **Planning for the long-term future of the Broads in response to climate change and sea-level rise.**
 - BFAP Update

- (ii) **Working in partnership on the sustainable management of the Broads.**
 - Conservation Updates (possibly Lake Restoration and the opportunities provided by the Water Framework Directive)
 - Heritage and the Historic Environment
 - Environmental Science in the Upper Thurne
 - Planning Design Quality Tour

- (iii) **Encouraging the sustainable use of the Broads.**
 - Update on the Implementation of the Education Strategy (this is already provisionally included in the forward plan for the September 2013 BA meeting).
 - Boatyard Visits to see tourism in action (this follows an invitation from the Hire Boat industry for members to visit).
 - Update on the Implementation of the Integrated Access Strategy with a possible site visit to view enhancements.

- (iv) **Governance/organisational development of the Authority.**
 - Ambassadorial Role of Members through involvement within the Parish Forum initiative.
 - Update on any impact on the reorganisation to two Directorates and the operation of the Authority (provisionally in late 2013 following the audit on Governance arrangements and Risk Management and the completion of the Annual Governance Statement).
 - Financial training for members of the Financial Scrutiny and Audit Committee, as a result of the Committee's Self Assessment Exercise, and finance briefings for other members.
 - One to one work shadowing opportunities and attendance at other Committees to gain a full appreciation of the wider work of the Authority.
 - Member Workshop to review samples of previous decisions made by the Authority.
 - Workshop on Potential Partnership Working.
 - Equality and Diversity Training (already included on the agenda for the May 2013 BA meeting).

3.6 It is proposed that this year's Annual Site Visit will be held on 24 July 2013. It is suggested that this will potentially encompass several of the member development themes identified above, including:

- (i) An update on BFAP developments, with a site visit on the Chet.

- (ii) Conservation updates, with a site visit to Wheat Fen.
- (iii) Heritage and Historic Environment briefings, with site visits to Hardley Mill and/or Langley Abbey.
- (iv) A site visit to Reedham Quay to understand the assistance provided to tourists using hireboats in particular.

A detailed itinerary for the Annual Site Visit will be produced in due course.

4 Timetable

- 4.1 After discussion at the Authority meeting and following the incorporation of any necessary modifications, a detailed programme will be drawn up and circulated. Views are also sought about the most convenient times for the briefings. In order to ease the financial and time burden for members – and especially those who have a longer distance to travel – it might be helpful if these could be arranged where possible to fit in with other meetings, for example on the morning of Navigation Committee meetings or in the afternoon following Broads Authority meetings.

5 Financial Implications

- 5.1 Provision for the continuation of the Member Development Programme has been included in the 2013/14 Governance budget.

Background Papers:	Nil
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Broads Plan Objectives:	Multiple
Appendices:	None