Bolsover District Council

Council

11th September 2019

Member Development Strategy Review 2019-2023

Report of the Chair of Member Development Working Group

Purpose of the Report

- To recommend the adoption of the revised Member Development Strategy for 2019-2023

1   Report Details

1.1   Bolsover District Council recognises the importance of Member Development and has achieved LGA Member Development Charter status in previous years. The Council's commitment has been evidenced through previous Member Development Strategies, delivery of Member Development Programmes and achieving the level required for Charter status, although accreditation was not applied for. It is important that the delivery of Member Development must not come across as a 'necessary evil' but rather be perceived by all as 'mission critical' to Members' roles.

1.2   The previous strategy, approved in 2014, was two separate documents, A Member Development Strategy and a Member Development Evaluation Strategy. These have now been combined into one document. The previous Strategy also attached copies of training request forms and evaluation forms, however these have been removed to enable greater flexibility to adapt and develop these forms to ensure they remain fit-for-purpose.

1.3   The revised strategy is proposed to run from 2019 up to the end of the four year term of office, in 2023.

1.4   In carrying out the review, the Governance Team have looked at bringing the previous version up-to-date, comparing the delivery and support of Member Development across other local authorities, regionally and nationally, and also carried out a self-assessment against the LGA Member Charter Criteria to identify ways in which the delivery of Member Development at the Council could be improved.

1.5   Although the Council is not seeking accreditation, the LGA Member Development Charter standard is used as recognised best practice. Four areas for improvement were identified and they have been incorporated into the revised Strategy or the accompanying Action Plan:

- **Leadership Development support** – encouraging new Portfolio Holders and Chairs/Vice-Chairs to access Leadership training opportunities, either

formal programmes such as LGA courses or local policy/strategy based sessions relevant to their portfolio.

- **Better promotion of Learning and Development opportunities and resources to improve equality of access**
- **Explore opportunities for sharing learning between councillors**, through a discussion board or narrative reports/case studies
- **Improving the Learning and Development programme**, by improving delivery of Member training internally and looking at additional delivery methods.

1.6   The other main changes proposed to the Strategy are the implementation of the mandatory training provisions in the Members Code of Conduct as agreed at Council in May 2019.

1.7   Additions to the Strategy include reference to case law and LGA guidance supporting the expectation of Members receiving training before sitting on regulatory committees (i.e. Licensing and Planning). The section on the LGA guidance is as follows:

The Local Government Association Councillor Handbook on Taxi and Private Hire Vehicles states the following in relation to training of councillors:

No councillor should be permitted to sit on a committee or sub-committee without having been formally trained. As a minimum, training should cover licensing procedures, natural justice, understanding the risks of child sexual exploitation, and disability equality, as well as any additional issues deemed locally appropriate.

1.8   The LGA guidance is supported by the Department of Transport in the consultation version of the Statutory Guidance for Licensing Authorities

1.9   Other minor changes are made to reflect how Member Development activities are delivered, including online training and videos. A revised draft of the Strategy with tracked changes is attached at **Appendix 1**.

1.10   Attached to the Strategy is an Action Plan which sets out how the objectives of the Strategy will be met. This is a mixture of activities that take place on a regular basis, such as training needs surveys and including Member Development sessions in the Meeting Schedule. Other actions are areas of development, such as creating and maintaining a Member Development Database. The Action Plan will be monitored by the Member Development Working Group and progress will be reported to Council in the Annual Member Development Report.

2   Conclusions and Reasons for Recommendation

2.1   It is considered good practice to adopt a Member Development Strategy and keep it up-to-date as this supports the delivery of Member Development activities within a clear and structured approach. Whilst the Council is not formally seeking accreditation for the Member Development Charter, a 'self-assessment' was undertaken by the Governance Team as a tool for ensuring best practice is implemented in so far as is possible.

3   Consultation and Equality Impact

3.1   Member Development Working Group considered the revised Strategy on 12th July 2019 and recommended to Council that it be approved.

3.2   Members are consulted on the Member Role Profiles and the Strategy sets out the arrangements for Training Needs Surveys to be used in the production of Member Development Programmes.

3.2   An Equalities Impact Assessment has been carried out, concluding that no negative equality impacts arise from the Strategy. Member Development is considered to be a crucial element in providing a fair playing field for councillors from all backgrounds to participate in the Council's business and to develop in their roles.

4   Alternative Options and Reasons for Rejection

4.1   The Council could decide not to hold a Member Development Strategy or to keep it under review, however this is not recommended due to the importance of Member Development.

5   Implications

5.1   Finance and Risk Implications

5.1.1   Members being adequately trained and equipped to carry out their roles is important to mitigate risks of challenge to decisions.

5.2   Legal Implications including Data Protection

5.2.1   Members are offered training on a range of subjects, through the Induction process and the delivery of Member Development Programmes to provide a grounding in the legal principles relating to the duties and responsibilities of Councillors. This includes Data Protection. Member training records are kept in compliance with data protection principles, with the majority of information being anonymised. Where records are publically available, this is in line with transparency requirements i.e. records of attendance at meetings.

5.3   Human Resources Implications

5.3.1   There are no human resources implications arising from this report.

6   Recommendations

6.1   That Council approve the Member Development Strategy Review 2019-2023

7   <u>Decision Information</u>

Is the decision a Key Decision?
A Key Decision is an executive decision which has a significant impact on two or more District wards or which results in income or expenditure to the Council above the following thresholds:
BDC: Revenue - £75,000 ☐
             Capital - £150,000 ☐
NEDDC: Revenue - £100,000 ☐
             Capital - £250,000 ☐
☑ *Please indicate which threshold applies*
	No

Is the decision subject to Call-In? (Only Key Decisions are subject to Call-In)	No
Has the relevant Portfolio Holder been informed	Yes.
District Wards Affected	None directly
Links to Corporate Plan priorities or Policy Framework	Demonstrating Good Governance

8   <u>Document Information</u>

Appendix No	Title
1	Revised Member Development Strategy 2019-2023
Background Papers (These are unpublished works which have been relied on to a material extent when preparing the report. They must be listed in the section below. If the report is going to Cabinet (NEDDC) or Executive (BDC) you must provide copies of the background papers)	

Report Author	Contact Number
Donna Cairns, Senior Governance Officer	01246 242529

Member Development Strategy

2019 - 2023

Bolsover
District Council

We speak your language

Polish

Mówimy Twoim językiem

Slovak

Rozprávame Vaším jazykom

Chinese

我们会说你的语言

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CONTROL SHEET FOR MEMBER DEVELOPMENT STRATEGY

Strategy Details	Comments / Confirmation (To be updated as the document progresses)
Strategy title	Member Development Strategy
Current status – i.e. first draft, version 2 or final version	Final Version for Approval
Strategy author (post title only)	Senior Governance Officer
Location of strategy (whilst in development)	S Drive>Governance and Monitoring
Relevant Cabinet Member (if applicable)	Sandra Peake, Portfolio Holder – Housing and Community Safety
Risk Assessment completed (if applicable)	N/A
Equality Impact Assessment approval date	31st July 2019
Partnership involvement (if applicable)	
Final strategy approval route i.e. Executive/ Council	Council
Date strategy approved	
Date strategy forwarded to Performance & Communications (to include on Extranet and Internet if applicable to the public)	

1.   **Introduction**

Bolsover District Council is committed to continuous improvement, innovation and best value in the services it provides and to serving the local community and providing them with the best possible services. To do this, elected Members need to have the necessary skills and knowledge to carry out their role in delivering this ambition.

The Council has made an on-going commitment to a Member Development Programme and in May 2019, the requirement for Members to undertake training in key areas was added to Members Code of Conduct.

The Council recognises that all Members have existing knowledge, skills and experiences that assist them in carrying out their role as Councillors. Member Development seeks to support Members in expanding and updating their knowledge and skills, as well as learning new skills and sharing their knowledge and experiences with other Members.

Member Development helps to create a level playing field for all Members of the Council to participate and engage in the work of the Council.

It is recognised in guidance produced by the Local Government Association and cited by judges in case law that Members are expected to undertake training or to avail themselves of opportunities to receive information on policies and legal frameworks prior to carrying out certain roles, for example sitting on regulatory committees such as Licensing Committees and Planning Committee.

It is therefore an expectation of this Council that Members will complete all training designated as mandatory within this Strategy and within the Constitution prior to carrying out their roles on Committees.

The Member Development Strategy sets out the Council's objectives for Member Development and how these objectives will be achieved. It establishes a framework for how councillors' learning and development needs will be identified and how a programme will be designed to meet these needs.

The Strategy also provides a consistent approach to evaluation to ensure that learning and development activities are effective in building capacity.

2.   **The Council's Vision and Aims**

The Council's vision is to enhance and improve the wealth profile, well-being and quality of life for communities of Bolsover District

The Council has set the following aims within the Corporate Plan 2015-2019:

o   Unlocking our Growth Potential

o   Providing our Customers with Excellent Service

o   Supporting our Communities to be Healthier, Safer, Cleaner and Greener

o   Transforming our Organisation

In order to succeed in delivering its corporate vision and aims, Members must be equipped with the skills and knowledge they need to fulfil their roles.

It is also recognised that the pace of change with local government and policy developments which affect the Council and the community adds increasing complexity for Members in fulfilling their roles.

3. **Aims and Objectives of the Strategy**

The aims of the Strategy are to ensure that:

- Members are well-equipped, confident and able to carry out their roles effectively
- To enable Members to fulfil their requirements within the Constitution and Code of Conduct
- Member development activities are planned and delivered within a consistent and structured framework
- Equality of opportunity is achieved.

This Strategy is designed to provide an overall framework for member development that reflects best practice and achieves the following objectives:

- Identifying Members priority learning and development needs
- Promoting Leadership Development
- Linking Member learning and development with the Council's corporate priorities
- Delivering learning and development in innovative ways to make the best use of resources available to the Council
- Enabling Members to support community initiatives and act as advocates as appropriate
- Ensuring equality of access to member development opportunities, meetings and resources
- Evaluating member development to ensure priority needs are being met, value for money is achieved and the performance of the Council is improved.

4.   The Role of the Elected Member

The role of an elected Member is a rewarding form of public service where individuals can make a difference to the quality of other people's daily lives. However, being an effective Member requires hard work. Members have to balance the needs and interests of their residents, voters, political parties and the Council as well as their personal lives. It's therefore important to ensure that Members are able to carry out their roles effectively but also that the learning and development activities organised are an effective use of their time.

4.1   The Member's role includes:

- Representing the ward;
- Decision-making;
- Policy and strategy review and development;
- Overview and Scrutiny;
- Regulatory duties; and
- Community leadership and engagement.

Representing the ward

The primary role of a member is to represent their ward and the people who live in it. They also have a responsibility to communicate Council policy and decisions to people in the ward.

Decision-making

Members have a central part to play in making decisions that impact on their ward and across the whole area covered by the Council. They will be involved in decision-making through:

- Full Council;
- Regulatory committees such as planning or licensing;
- Local voluntary organisation management;
- Sitting on boards and as school governors;
- Membership of partnership boards; and
- Being employers of staff on appointments panels and disciplinary or grievance appeals.

Policy and strategy

Members influence and determine the development and review of the Council's policy and strategy. They contribute to this through their:

- Role in Overview and Scrutiny;

- Involvement in advisory groups and partnerships;

- Interaction with Executive Members;

- Role as a representative on local community groups;

- Role on area forums and committees;

- Case work; and

- Membership of a political group.

Overview and Scrutiny

Members have always been required to scrutinise the work of the Council and the overview and scrutiny function is a natural extension of representation. The process has recently become more clearly defined and distinct and the role of Members now includes:

- Providing a check on the activities of the Executive through call-in powers;

- Monitoring and reviewing policy formulation and implementation;

- Policy development;

- Quality review; and

- Scrutiny of external bodies and agencies.

Regulatory Duties

Local authorities are not just service providers: they also act as regulators. This involves members in roles on special committees appointed directly by the Council, such as standards, planning and licensing committees. In these roles, members are required to act independently and are not subject to the party group whip.

Community Leadership and Engagement

Community leadership is at the heart of modern local government and councils are taking on new responsibilities for working in partnership with other organisations, including the voluntary and community sector, to improve services and the quality of life of citizens.

4.2   *Role Profiles*

Role Profiles for different positions that are held by Members of the Council are agreed by Council as part of the Constitution and are available for Members to refer to on the Members' Portal. The Role Profiles are reviewed every four years.

5.   Identifying Members' Development Needs and Priorities

The process for identifying Members' development needs and priorities will be Member-lead with officers bringing to Members' attention any training which is beneficial in carrying out their role.

Members are asked to complete a Training Needs Survey every two years, to identify what learning and development activities they have found to be effective and to assess what priorities they have for learning and development in the next two year period. Members are offered the opportunity to complete a personal development plan and discuss their development needs on a one-to-one basis with the Governance Team.

In identifying their priority learning and development needs, Members will be asked to consider outcomes they would like to achieve in relation to the requirements of the Council and achieving the Corporate Plan, personal aspirations and developing core skills, and the community and partnerships.

Learning and development priorities will also be assessed collectively in relation to the needs of specific committees and legislative and regulatory requirements.

The Council's Strategic Alliance Senior Management Team (SAMT) will be consulted on the process to identify any additional learning and development matters to be raised with Members.

6.   Developing a Member Development Programme

Taking into account the identified priority development needs, the content of the development programme will seek to cover all of these needs through the most appropriate delivery methods within the areas of member development activities. Member development activities will comprise the following areas:

6.1   Pre-induction

The Council provides a brief guide called 'Being a Councillor' which provides information about the Council and addresses some issues relevant to those considering becoming a Councillor.

Members and officers will also be involved in initiatives promoting local democracy, to encourage participation from the community with the Council and to encourage people to consider becoming councillors, particularly from under-represented groups.

6.2   Induction

New Members are provided with a welcome pack containing practical information on how the Council works and a programme of introductory briefing sessions is arranged which provides an overview of the Council's services, the management structure and other essential information to enable new Members to commence their role.

A tour of the District is also organised to enable all Members to see a number of development/ regeneration sites within the District and a market-style event for Members to meet officers from services across the Council.

When Members join the Council as a result of a by-election, they will be given a copy of the information pack and a tailored course will be provided to cover the information from the full induction programme.

6.3   Two Year Development Programme

A two year programme will be designed, taking into account the priority learning and development needs of Members, following completion and analysis of the Training Needs Survey and in consultation with SAMT. The first year following induction will take account of the training needs of the returning Members as well as any new Members.

The second year of the programme will be reviewed following a further survey if required (following the election) to ensure that the programme is meeting the needs of all Members.

The Member Development Programme includes:

- Member Development Sessions – half day opportunities for Members which provide opportunities for discussions on legislative or policy developments, service briefings, or other knowledge sharing opportunities. Presentations can be given by Members, Officers or external providers.

- Briefings and other development activities in response to local, regional or national developments

- External local or regional events

- Access to online learning

6.4   Mandatory Training

Certain training sessions are mandatory for all members. These sessions relate to key functions or responsibilities of the Council or individual councillors. It is important that all Members are aware of the legal and policy requirements and to identify the risks involved. The following sessions are therefore deemed mandatory:

- Planning Committee

- Licensing Committee and its Sub-Committees

- Joint Employment and Appeals Committee and its Sub-Committees

- Employee Appeals Committee

- Standards and its Sub-Committees

- Code of Conduct / Ethical Governance

- Equalities and Diversity

- Safeguarding

- Lone Worker

- Fraud Awareness

- Chairperson

- Audit Committee / Budget Scrutiny Committee

Arrangements will be made to provide 'catch-up' sessions or one-to-one training if Members cannot attend scheduled training.

6.5   *Committee specific training*

The induction process will include a series of events focussed on the specialisms of specific committees. These will take place before the first meeting of each committee to ensure Members will be prepared for the work they will be undertaking. These are mandatory for the councillors appointed to the Committee and all Councillors are encouraged to undertake the training, particularly those who may serve as substitutes on Planning Committee. These will include sessions on:

- Planning

- Licensing

- Audit and Corporate Governance

- Standards

- Scrutiny

Further sessions will take place throughout the year, with refresher sessions scheduled prior to the first meeting of the committees each municipal year.

In respect of determining Planning application, the courts expect Members to have substantial background knowledge which includes a knowledge of the statutory tests. The Supreme Court has stated that Members are also expected to take '*reasonable steps to acquaint themselves with the information [including relevant policies] that will enable them to give proper informed answers to the material questions*' (Tesco Stores Ltd v Dundee City Council [2012] UKSC 13; [2012] PTSR 983 at [17]-[23] per Lord Reed). Failure to do so may found a challenge to decision-making.

The Local Government Association Councillor Handbook on Taxi and Private Hire Vehicles states the following in relation to training of councillors:

No councillor should be permitted to sit on a committee or sub-committee without having been formally trained. As a minimum, training should cover licensing procedures, natural justice, understanding the risks of child sexual exploitation, and disability equality, as well as any additional issues deemed locally appropriate.

The LGA guidance is supported by the Department of Transport in the consultation version of the Statutory Guidance for Licensing Authorities.

6.6 Leadership Development

To assist Members who take up Cabinet positions or Chair/Vice-Chair positions, or those who are identified by political leadership as candidates for future leadership positions, learning and development opportunities focusing on Leadership skills will be available. This may include locally delivered sessions on personal skills needed for effective leadership as well as the opportunity to take part in nationally recognised programmes, such as the Local Government Association Leadership Academy.

Portfolio Holders will also be offered opportunities for expanding their knowledge in their specific service areas.

6.7 Member-specific Training Needs

Where a particular development need cannot be met within the usual programme, opportunities for external training, training with partner organisations or other activities such as online courses or workbooks will be looked into.

When attending training courses, Members must complete a training request form, to be authorised by the Leader or Deputy Leader, prior to booking. All bookings must be made by the Governance Team.

7. Delivering the Member Development Programme

Member learning and development activities are open for all Members to attend and it is intended that all such activities should be equally accessible and conform to the Council's equal opportunities policy and practice.

In recognition of the varying development needs and preferred learning styles, the member development programme will include a range of delivery methods including workshops, presentations, written resources, and e-learning.

7.1 Timing of in-house sessions

Meeting arrangements are flexible in order to provide sessions in the morning, afternoon or early evening to accommodate the needs of Members. Alternative meeting times are sometimes offered at other Councils when shared sessions are organised. Member Development Sessions include both mornings and afternoons and are included in the annual Timetable of Meetings in order to give as much notice to Members as possible. The scheduling of these meetings is reviewed each year.

When additional training or briefing sessions are organised, consideration will be given to the best time of day to schedule the meeting and Members will be consulted where appropriate.

7.2 *Access to information and resources*

All presentations and other materials from development activities and briefing sessions will be made available to all members, including those who could not attend. These will be available on the Members' Portal (iPad) and hard copies can be supplied on request.

The Members ICT and Training Officer has produced training and guidance videos for Members on the use of their iPads which are accessible online.

A Database will also be maintained and made available to Members with links to the handouts and materials from any training sessions that have been delivered and any online training. This will be sorted by date and by topic to assist Members finding the most up-to-date information on a particular subject.

Information about up-coming events is provided in writing and by email. Flyers may also be placed in the Members Rooms.

All Members are also subscribed to an electronic service providing daily emails with summaries of relevant news stories and policy briefings. This subscription is kept under review.

7.3 *Working in partnership*

The Council will work with North East Derbyshire District Council to share best practice and deliver training locally to members in the two authorities. The Council will also look to share training opportunities with its partners and other local councils such as parish and town councils, as appropriate.

The Council benefits from a subscription to a Programme of Regional Policy Briefing Events for Councillors facilitated by East Midlands Councils (EMC). This provides two places for Members to attend events that take place six times during the year. The subscription to the programme will be reviewed annually.

The Executive Portfolio Holder with responsibility for Member Development and officers are also invited to attend the EMC Councillor Development Network, to share information on best practice and opportunities available in the region.

7.4 *External courses*

Members' attendance on external training courses is supported where the course is relevant to the member's learning and development needs and is cost-effective. Details of courses and development opportunities are circulated to all Members to ensure they are available on an equal basis. Requests for external training will be determined by the Head of Corporate Governance and Monitoring Officer in consultation with the Executive Portfolio Holder with responsibility for Member Development.

Requests for training or development which have significant financial or policy implications are submitted to the Member Development Working Group, who will make recommendations to Executive if necessary.

7.5   *Continuous improvement*

The delivery of the Member Development Programme will be reviewed, as detailed under the following section on Evaluation, to ensure continuous improvement is achieved.

8.   Evaluation of Member Development

All learning and development activities should be evaluated to provide information on effectiveness and value for money. Evaluation of learning and development activities will seek to assess the impact of the training in relation to achieving Members' priority training needs and the impact on the Council in achieving the aims of the Corporate Plan.

In appropriate circumstances, before a learning and development event, Members may be asked to complete a pre-course questionnaire to consider what they hope to gain from the session and what they hope will be achieved.

Following the conclusion of events, Members will be asked to complete a feedback form, which will be issued by the Governance Team.

The Governance Team will review the feedback forms for any immediate action that can be taken and will collate the information into an overall summary, including the number of participants. A report will then be prepared and submitted to the Member Development Working Group to enable the Group to consider the effectiveness of the event, the overall investment and value for money and how it has impacted on the performance of the Council.

Where appropriate, follow-up feedback forms, giving Members an opportunity to reflect on how they have put the learning into practice, may be issued to Members to complete a few months following a learning and development event. The follow-up form acts an opportunity for self-review and Members are encouraged to use it as an opportunity for reflection on their own performance. The feedback forms only need to be submitted if comments are made to assist in the planning of future sessions.

The amount of evaluation processes undertaken will be proportionate to the level of the training and the demands on Members' time.

When Members attend external training courses, they will also be asked to complete a feedback form in order to capture information about the effectiveness of the session and the standard of the provider. This information will be beneficial in the planning of future training courses and considering the value for money in paying for external training.

Members will be given opportunities to provide feedback on paper forms or electronically where possible to encourage a greater return of feedback forms.

An Annual Report on Member Development will be produced which will include information on the evaluation of events during the year.

9. **Monitoring the delivery of the Strategy**

The Strategy will be monitored by the Member Development Working Group.

The Member Development Working Group is chaired by the Executive Portfolio Holder with responsibility for Member Development and has cross party membership.

The Group oversees the whole of the Member Development Programme, evaluation and new developments.

Progress achieved on the Action Plan attached to this Strategy will be regularly reported to the Group.

10. **Resources**

Each year the Council will identify the budget required for member development, which will incorporate the costs of internal and external courses and other training/briefing materials.

The Member Development Working Group monitors the level of expenditure on the member development budget and receives monitoring reports bi-annually.

Member Development has dedicated support from the Governance Team, with the Senior Governance Officer as the lead officer. Other officers across the Council support Member Development activities by providing briefings and presentations and sharing information.

The Council also has a dedicated Members IT and Training Officer, who provides support and training for Members on their IT needs.

11. **Action Plan**

Set out below is an Action Plan for how the objectives of the Strategy will be implemented. Performance against the Action Plan will be monitored by Member Development Working Group.

STRATEGY ACTION PLAN

Action	Lead Officer(s)	Target Date	Expected Outcome	Resources	Progress Update	Actual Outturn
Objective: Identifying Members priority learning and development needs						
Carry out Training Needs Surveys	Senior Governance Officer	Dec 2019	Report identifying priority training needs for Members for 2019-2021	Officer time		
Consult SAMT to identify areas of training needs to bring to members attention	Senior Governance Officer	Dec 2019	Report identifying priority training needs for Members for 2019-2021	Officer time		
Identify emerging topics for ad-hoc briefings for local, regional or national issues affecting the Council or the local community	Senior Governance Officer	On-going	Regular reports to Member Development Working Group and ad-hoc briefings organised	Officer time		
Objective: Promoting Leadership Development						
Identifying Leadership Development opportunities to offer to new or prospective Executive Members/Chairs and Vice-Chairs	Senior Governance Officer	On-going	Package of options available – general leadership skills and portfolio specific subject areas	Officer time and cost of external training (varies)		

Action	Lead Officer(s)	Target Date	Expected Outcome	Resources	Progress Update	Actual Outturn
Objective: Linking Member learning and development with the Council's corporate priorities						
Include sessions in the Member Development Programme related to the delivery of the Corporate Plan Priorities	Senior Governance Officer/SAMT	On-going	Member Development Programme for 2017-2019	Officer time		
Indicate the links to the Corporate Plan priorities on the agendas and invitations for member development sessions	Senior Governance Officer	On-going	Agendas/meeting invitations with links to Corporate Plan priorities	Officer time		
Work with the Senior Management Team to ensure training is delivered around the new Corporate Plan for 2020	Senior Governance Officer/SAMT	May 2020	Delivery of training specific to new Corporate Plan	Officer time		

Action	Lead Officer(s)	Target Date	Expected Outcome	Resources	Progress Update	Actual Outturn
Objective: Delivering learning and development in innovative ways to make the best use of resources available to the Council						
Develop and Implement the Member Development Programmes for 2020-21, 2021-22, 2022-23	Senior Governance Officer	Completed Annually	Member Development Programme of events delivered	Member Development Budget/ Officer time		
Promote the use of the LGA E-learning modules	Senior Governance Officer	Periodically	Members using the e-learning modules	None		
Explore other possible platforms for online training with HR	Senior Governance Officer and HR Manager	May 2020	Additional online training available	Human resources and Member Development Budget/ Officer time		

Action	Lead Officer(s)	Target Date	Expected Outcome	Resources	Progress Update	Actual Outturn
Objective: Enabling Members to support community initiatives and act as advocates as appropriate						
Prepare local democracy events in consultation with Member Development Working Group and SAMT	Senior Governance Officer	Annually	Events scheduled and delivered	Member Development Budget/ Officer time		
Include effective ward councillor events in programme	Senior Governance Officer	May 2020	Events scheduled and delivered	Officer time		
Objective: Ensuring equality of access to member development opportunities, meetings and resources						
Review timing of Member Development sessions	Senior Governance Officer	Annually (Jan)	Report to Member Development Working Group on the proposed calendar of meetings	Officer time		
Include Member Development sessions in calendar of meetings	Governance Manager	Annually (Jan)	Published calendar of meetings	Officer time		
Review meeting timetable to ensure it is fit for purpose	Governance Manager	Annually (Jan)	Published calendar of meetings	Officer time		

Monitor attendance at member development events at different times	Senior Governance Officer	Quarterly	Reports to Member Development Working Group	Officer time		
Maintain the Database of Member Development information on the Members' iPad Portal and MOD.GOV	Senior Governance Officer	On-going	Easier to access information	Officer time		
Produce a Member Development Newsletter with details of upcoming local events and highlight online training	Senior Governance Officer	Monthly from Jan 2020	Production of the newsletter Greater awareness of learning and development opportunities and greater participation	Officer time		
Place noticeboards in the Members Rooms to promote learning and development opportunities	Senior Governance Officer	Jan 2020	Noticeboards in place and used by Members	Very limited		

Action	Lead Officer(s)	Target Date	Expected Outcome	Resources	Progress Update	Actual Outturn
Objective: Evaluating member development to ensure priority needs are being met, value for money is achieved and the performance of the Council is improved.						
Issue evaluation forms and produce evaluation reports	Senior Governance Officer and Improvement Officer	On-going	Evaluation reports produced Improvements in delivery of programme achieved	Officer Time		
Review opportunities for Member Development training within the region	Senior Governance Officer	On-going	Report to Member Development Working Group/ subscription cancelled or renewed	Member Development Budget/ Officer time		
Produce Member Development Annual Report	Senior Governance Officer	Annually	Report to Member Development Working Group and Cabinet	Officer time		