



Bracknell Forest Member Development Strategy

2016 – 2020



INVESTOR IN PEOPLE



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Introduction

Bracknell Forest Council has always recognised the importance of learning and development for all those who work to deliver good public services and has sought to continuously improve Member learning and development, in the knowledge that organisations with effective learning and development are open, accountable and make better decisions. The Member Development Strategy provides a framework for the Council to deliver effective Member learning and development.

This is Bracknell Forest Council's third Member Development Strategy. The first strategy culminated in the award of the South East Charter for Elected Member Development; the first Council in the South East to achieve the accreditation. This commitment to Member learning and development enabled the Council to build on its strong tradition of providing Members with appropriate learning and development opportunities and commitment to the Charter's principles enhanced the Council's ability to strengthen and improve its arrangements through additional advice and robust external assessment.

The second strategy took this work forward and enabled the Council to achieve Charter Plus accreditation in January 2015; again, the first Council in the South East to do so. Charter Plus is based on the same criteria as the Charter although the evidence requirements and assessment processes are more rigorous.

This is the third strategy and spans the four year period from 2016 to 2020. The strategy builds on the work that has gone before and provides a robust framework within which Members will be given access to a high standard of development opportunities, support and information to drive forward the Council's goals. The strategy will be delivered in the context of achieving excellent value for money and responding to the changing priorities of the organisation resulting from the impacts of economic challenges facing the Council. The focus in the final year will be on the induction of Members following the Borough elections in May 2019.

The Strategy Vision

Bracknell Forest's vision for Member development is for all Members to be engaged in the learning and development programme, taking advantage of learning opportunities and accessing support that will assist them in fulfilling their roles and helping the Council to deliver its services and objectives for the benefit of the Borough and its residents.

The Aim of the Strategy

The Strategy outlines the principles and key themes for Member learning and development over the four years 2016 – 2020 and aims to maintain an embedded culture whereby Member development is considered to be a key factor in Bracknell Forest Council's success. It provides a framework for the provision of support that enables Members to acquire the necessary skills, information and knowledge required to fulfil their roles effectively. Members will be better equipped to balance conflicting and competing priorities and to work constructively with officers to achieve the best outcomes for Bracknell Forest residents.

Member development is defined as any learning or development activity, training programme, or provision of information specifically designed to improve the skills, knowledge and ability of Members in their varied roles.

The Strategic Context

The Council currently faces an unprecedented financial challenge which means it is more important than ever that Members are provided with the information and development opportunities they need to respond effectively. In response the Council has agreed an ambitious transformation programme aimed at identifying significant savings that can be incorporated into the 2017/2018 budget and beyond.

The Council Plan sets out the approach being taken to address the financial challenges ahead and to deliver the commitments made in the 2015 election manifesto. This approach is expressed in a new narrative for the organisation:

- Bracknell Forest is a good place to live with a mainly affluent, well educated and independent population
- the council will provide leadership and work with others to keep the Borough a place where all residents can thrive and benefit from core services. What we do ourselves we aim to do well, but we must prioritise to live within our means
- we will provide an essential safety net, and target this to people and areas with greatest need. In targeting our services, we will continue to prioritise early help and prevention so struggling or vulnerable people can maximise their opportunities to become independent

This narrative is supported by six strategic themes which are underpinned by a number of key measures of success:

- value for money
- a strong and resilient economy
- people have the life skills and education opportunities they need to thrive
- people live active and healthy lives
- a clean, green, growing and sustainable place
- strong, safe, supportive and self-reliant communities

To underpin the Council's identity as a transforming and forward thinking organisation an Organisational Development Strategy has been created with a stronger emphasis on the organisation's values and on the qualities employees will be required to display in order to embrace transformation and create an adaptable and flexible organisational culture.

Elected Members are responsible for ensuring the delivery of the Council's goals which is dependent on them having the key skills and knowledge to help to provide the best possible services to its residents.

Key Principles and Objectives

The principles of the South East Charter Plus for Elected Member Development form the core of this strategy and set out below are the actions required to support these principles:

- To maintain a clear commitment to Member development
- To foster a strategic approach to Member development

- To ensure that Member learning and development is effective in building capacity
- To support councillors in their various roles (detailed Member roles can be found at <http://www.bracknell-forest.gov.uk/your-council/yc-members-of-the-council/yc-members-roles.htm>)

These principles are underpinned by the requirement to sustain a Member Development Programme.

What we will do to maintain a clear commitment to Member development

- seek commitment to and approval of the strategy and our approach to Member development from Members and officers
- make planning and delivery of Member development the responsibility of Members and officers
- support the Member Development Charter Steering Group to oversee Member development and monitor the implementation of this strategy
- manage the Member development budget effectively
- ensure equality of opportunity and access for all learning and development activities
- provide appropriate training to Members Services staff

What we will do to foster a strategic approach to Member development

- oversee the Member Development Programme and additional briefings and activities with the Member Development Charter Steering Group – to include consultation, communication and monitoring and evaluation
- annually refresh the Member Development Programme based on Member need
- champion and promote learning and development activities within political groups through representatives on the Member Development Charter Steering Group
- deliver an Induction Programme to all newly elected Members
- provide appropriate training to Members dependent upon their roles and responsibilities
- involve external partners in relevant learning and development activities

What we will do to ensure that Member learning and development is effective in building capacity

- ensure that Members are clear about the outcomes and benefits of learning and development activities for them as individuals and for the Council
- develop Members' skills and capabilities across a range of areas including personal development, leadership skills, communication skills and ICT competencies
- develop Members' knowledge of particular issues or legislation
- develop Members' awareness of local and national issues
- develop Members' understanding of key issues, for example community development, community cohesion and equalities and diversity
- utilise a range of methods to deliver the Member Development Programme
- provide opportunities for Members to network with each other, other authorities, other partners and the community
- evaluate the outcomes and benefits of learning and development activities through participants' feedback
- monitor and record attendance at learning and development activities
- report annually to Council as part of the Member Development Annual Report

What we will do to support Councillors in their various roles

- schedule learning and development activities into the Council diary and publicise forthcoming activities
- schedule learning and development at appropriate times and offer multiple sessions where possible
- provide assistance for those with caring responsibilities to attend learning events
- endeavour to meet individual identified development needs in the way that is most appropriate for the Member concerned
- make the best use of technology and resources to support Members
- actively promote local democracy, the role of councillor and civic life
- promote and improve the work/life balance of members

What we will do to sustain a Member Learning and Development Programme

- develop a varied Member Development Programme covering induction; core knowledge and skills; service specific issues; Council and Committee issues; and individual needs
- support Members in identifying their own learning and development needs
- encourage Members to complete a Personal Development Plan (PDP)
- encourage Members to complete 360° self assessments at least once each four year Council term
- provide Members with the opportunity to identify and take into account their own preferred learning style
- ensure that learning and development opportunities, including PDPs link back to the one of the Council's six strategic themes

Responsibility for delivery

The following Members and officers have a direct involvement in Member learning and development.

Member Development Charter Steering Group

The Member Development Charter Steering Group will lead and innovate the Council's approach to Member development, in conjunction with the Executive Member who has responsibility for Member Development.

The terms of reference of the Steering Group are:

- To monitor the progress of the Member Development Strategy
- To advise officers and the Council on Member development activities
- To report annually to the Council on progress with Member Development

Councillors

All councillors will be responsible for:

- Identifying their own learning and development needs and engaging in the personal development plan and 360° self-assessment process
- Engaging in the Member Development Programme

- Sharing learning with others
- Accessing learning opportunities

Directors and senior officers

Relevant officers will:

- Provide briefings to Members on key areas of service delivery and development
- Positively contribute to the development and delivery of the Member Development Programme
- Support the work of the Member Development Charter Steering Group

Democratic and Registration Services

The Head of Democratic and Registration Services and Principal Democratic Services Officer (Governance) will be responsible for working with the Member Development Charter Steering Group to:

- Develop and evaluate the Member Development Strategy
- Maintain the Charter Plus Standard
- Identify Member learning and development requirements and work collaboratively to facilitate their delivery
- Promote the Member Development Programme
- Ensure a suitable infrastructure is in place to support Member learning and development
- Represent the Council at relevant regional and national network meetings

Support and Resources

In addition to officer time there is a dedicated budget for Member learning and development. The budget holder is the Head of Democratic and Registration Services. There will usually be a mixture of internally and externally provided sessions with costs contained within the allocated budget. There is also provision for Member attendance at agreed conferences. Any request to attend a conference or seminar that is not on the approved list, or any other individual training activity, will be considered in line with the procedure set out in the Members' Allowances Scheme, and authorised attendances will be funded from the Member Services budget.

Individual Members' needs will be considered once the core work programme has been determined and may need to be prioritised if there are insufficient funds to meet demand. Priority will be given to those training needs identified through the PDP and 360° self-assessment processes.

The Head of Democratic and Registration Services will bid for additional funding for specific initiatives if opportunities arise.

In order for Members to be able to carry out their roles effectively, they will be provided with the most up to date and relevant information from both internal and external sources. Each Member will be given support to access ICT facilities in the home, within the Council and, where applicable, on the move. The Council's intranet system, BORIS, will contain the most topical information regarding the Council's services and democratic issues. It will also include information and presentations provided at briefing seminars.

Equality

Access to training and development will be equitable, based upon individual and Council needs. In practice this means making sure that there are no physical, social, religious or cultural barriers to Members wishing to take advantage of development opportunities.

Access

Learning and development will be delivered in ways which allow the greatest take-up, taking into account different personal and domestic circumstances and preferred learning styles. A number of methods will be used in a positive attempt to address Members' needs including;

- Briefing notes, learning manuals and literature
- E-learning packages
- External conferences, seminars and network meetings
- In-house briefings, seminars and workshops presented by senior and specialist officers
- Joint Member and officer sessions
- Peer coaching and mentoring
- Sharing knowledge and best practice using the Members' pages on the Council's intranet site BORIS
- Training with partner organisations and neighbouring authorities
- Visits to other authorities

Sharing Learning

In order to ensure that the learning and development programme offers the best support for Members to feel confident in implementing the Council Plan objectives every learning session will be evaluated. Feedback will be sought on the content and quality of each learning session and will be analysed and used to further develop the programme. Feedback will also be shared with the facilitator. The learning and development cycle, including the evaluation strategy is set out in Annex A.

Parish and Town Councillors will be invited to Member Briefing Seminars when the content is considered to be of relevance to them. In order to be able to run more sessions of interest to Members places on sessions delivered by an external facilitator may be offered to neighbouring authorities and charged at a level to at least fully cover the cost. Parish and Town councillors who are not also Borough councillors will be invited to attend at a discounted rate.

Monitoring the Strategy

The Member Development Charter Steering Group will review the Strategy at least annually and update it as appropriate to ensure that it reflects changes and continues to meet Members' needs.

The date, time and location of all learning and development events will be reviewed on a regular basis and recommendations for change will be made if required.

Indicators of success will include:

- Positive feedback in Member Services surveys
- Engagement in the Personal Development Plan and 360° self-assessment processes
- Engagement in the Member Development Programme
- Positive satisfaction rates with learning and development activities
- Positive satisfaction rates with learning and development providers
- Retention of the Charter Plus accreditation