



Member Development Annual Report 2017-18 April 2018



INVESTOR IN PEOPLE



Foreword

The Council's focus this year has been its transformation programme and, through their involvement, members are expanding their knowledge of the Council's services and processes. Our Member Development program is targeted on informing our members about the Council's priorities so that decisions are made from a strong knowledge base. The more information the Councillors have, the better decisions we make.

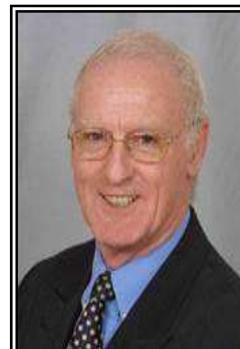


The Member Development Charter Steering Group has looked inwardly again in order to complete a self assessment for re-accreditation for Charter Plus. Whilst there are no significant step changes in how we deliver member development I am pleased to say that initial analysis indicates that we are still meeting the required standard. I look forward to discussing this further with assessors on 19 April.

Councillor Nick Allen
Chairman of Member Development Charter Steering Group

Message from Executive Member

As we come to the end of 2017-18 and move into the final year of this administration, I can reflect on the impact of the overall member development programme so far. The members newly elected in 2015 benefited from an established member development programme which included a revised member induction together with refreshed ICT support. Those members were on a steep learning curve and were supported to become effective and engaged in decision making. Together with their returning colleagues they have continued to participate in a range of learning opportunities offered to them. This embedded learning approach has contributed to solid decision making which in turn has supported the multitude of successes at Bracknell Forest. These successes culminated in the recent accolade of being recognised as 'Council of the Year' by IESE.



Councillor Iain McCracken
Executive Member for Culture, Resources and Public Protection

Introduction

The purpose of this report is to appraise all Members of the work and progress on Member Development during the year 2017-2018. The report informs Members of activities and their outcomes and outlines proposed future activities.

Member Development Charter Steering Group

The Steering Group meets as needed during the year with updates and important matters dealt with via email and Chairman's briefings. This year the Member Development Charter Steering Group has been focused upon the reassessment for Charter Plus, review of the Member Development Strategy and developing the member development programme. The Steering Group comprised eight Councillors meeting with appropriate officers.

The Steering Group members in 2017-18 were Councillors Allen (Chairman), Wade (Vice-Chairman), McCracken, Mrs McCracken, Mrs McKenzie, McLean, Ms Merry and Thompson.



Charter Plus reassessment

South East Employers are due to assess whether the Council is continuing to meet the standard of the Charter Plus for Elected Member Development in April 2018 following the positive direction of travel assessment in September 2016.



The Charter provides a robust, structured framework designed to help the authority enhance and hone member development. The Charter accreditation framework has been revised and focuses on three key areas:

1. There is a clear commitment to councillor development and support
2. The council has a strategic approach to councillor development
3. Learning and development is effective in building councillor capacity.

The Member Development Charter Steering Group has undertaken a self assessment and prepared a storyboard to update assessors on the progress made since the last assessment and collated evidence against the framework elements.

The assessment team will interview Members and officers as well as Partner organisations to ensure that Bracknell Forest Councillors are appropriately developed and supported so that they can be effective in their roles.

“Bracknell Forest Council continues to be proud of its commitment to member development, the financial pledge will be maintained and the support of its councillors remains an ongoing priority”

**Councillor Bettison OBE,
Leader of the Council**

“Officers recognise the value of member development in the decision making process and continue to support the delivery of the development programme. It has become automatic for officers share their professional expertise, identify briefing topics and use various methods to keep Members informed”

**Timothy Wheadon,
Chief Executive**

“We are keen to share development opportunities with our Parish and Town Council member colleagues as well as those across the region. These sessions provide opportunities to share best practice as well as developing supportive networks”

**Nick Allen,
Chairman MDCSG**

Access to Development

Charter Plus best practice suggests opportunities should be taken to share the cost of development activities with neighbouring authorities and where appropriate Parish and Town Councils. It is hoped that this will make it possible to run popular sessions on multiple occasions which would benefit Bracknell Forest Council Councillors through:

- a) Offering multiple dates (therefore increasing the chances of being able to attend)
- b) Sharing knowledge with other councils
- c) Networking with peers
- d) Recognition of Bracknell Forest as a leading member development authority.

The Strategy was revised last year to include reference to working collaboratively to share costs and widen development opportunities. Since the last annual report three sessions have been offered to neighbouring authorities and six sessions have been offered to Parish and Town Councils.

38 learning events were held which included 14 member development briefings or training sessions, 21 additional conferences and 3 approved conferences.

In 2017-18 £299 was spent per Councillor on Member Development. This calculation excludes travel costs or officer time to prepare and deliver Member Development sessions.



Young Councillors' Weekend

Delivered on 18 – 19 November 2017 and attended by 1 Councillor

The Young Councillor Weekender event is designed to give Councillors aged 40 and under an opportunity to benefit from some focused leadership skills development aimed at helping them to make progress in their political career. The event also provides a chance for them to meet with and build up their network of other young councillors from different political parties and parts of the country.

Strategic themes supported: People have the life skills and education opportunities they need to thrive



Education Information Sessions - Statutory Duties

Delivered on 5 March 2018 and attended by 16 Councillors

Interactive group discussion led by officers from CYPL department

The first of three sessions looking at education which covered the statutory duties of the LA with a particular focus on School Improvement and the current transformation work taking place in the area.

Strategic themes supported: People have the life skills and education opportunities they need to thrive

“It was a very good session – it’s amazing how quickly education changes”

Councillor Finnie

Voice of a Councillor Conference

Delivered on 21 November 2017

Attended by 2 Councillors and 1 Officer

Conference providing a unique opportunity to hear what Councillors are doing to develop their roles and positively change their communities. It will help Councillors consider what next steps can be taken to progress local leadership in their area.

Strategic themes supported:

People have the life skills and education opportunities they need to thrive



THE VOICE OF THE COUNCILLOR

The Lights, Aintree, SP10 1AH
Conference Agenda Outline for 21 November 2017

10AM	REGISTRATION Explore the Market Place offering stalls from a variety of local government organisations	12 NOON	BEST PRACTICE WORKSHOPS, SECOND SESSION
10.30AM	WELCOME FROM THE HOST ORGANISATION, TEST VALLEY BOROUGH COUNCIL	12.50PM	FREE LUNCH Opportunity to look around the Market Place Stalls and for further networking opportunities
10.35AM	OUTLINE OF THE COUNCILLOR COMMISSION FINDINGS Delivered by Professor Colin Copus of De Montfort University's Local Governance Research Unit	1.35PM	BEST PRACTICE WORKSHOPS, THIRD SESSION
11.10AM	BEST PRACTICE WORKSHOPS, FIRST SESSION Run by Test Valley Borough Council, Kirklees Council, The Councillor Commission	2.25PM	PLENARY PANEL SESSION A Q&A session with feedback from the Test practice workshops. Representatives of the Commission and other bodies to answer questions and consider ways to take forward the recommendations of 'The Voice of the Councillor' report
		3.30 PM	CONFERENCE ENDS



Developing Skills in Speed Reading

Delivered on 9 February 2018 and attended by 6 BFC Councillors

Facilitated by Miranda Blythe, Balkie Wood Consultancy

Delegate spaces were sold to Parish and Town Councillors as well as neighbouring Councils.

By the end of this programme delegates were able to:

1. Co-ordinate eye movements better to minimise any poor reading habits
2. Identify and minimise barriers to reading
3. Read from electronic screens more efficiently by using a number of tips and techniques
4. Improve retention of information by using an active reading style.

Strategic themes supported: People have the life skills and education opportunities they need to thrive

Reading Styles

- Reading for pleasure
- Proof-reading
- Scanning
- Skimming
- Careful reading.



Feedback from Residents' Survey and Engaging Communities

Delivered on 13 November 2017 and attended by 19 Councillors

Facilitated by Lisa Reynolds from IODA

The object of this session was to provide Members with an overview of residents' responses and their views broken down to ward level so that Members know what their residents really think about the Council. It also covered how to engage with diverse communities in their ward and what they needed to know about member's responsibilities arising from the Equality Act 2010.

The event was open to Bracknell Forest Borough and Town and Parish Councillors.

Strategic themes supported: All themes

Before you speak or   

T Is it **TRUE**?

H Is it **HELPFUL**?

I Is it **INSPIRING**?

N Is it **NECESSARY**?

K Is it **KIND**?



Examples of how session was likely to change the way attendees worked:

- Use key points – organise speeches better
- Incorporate features identified as beneficial
- Prepare more for public speaking events

Public Speaking and Contributing to meetings

Delivered on 10 November 2017 and attended by 5 Councillors

Facilitated by Miranda Smythe of Balkie Wood

We arranged for a facilitator to deliver a session for developing skills in public speaking and contributing to meetings. This was an interactive session where attendees got the chance to practice new techniques.

Strategic themes supported: People have the life skills and education opportunities they need to thrive

Town Centre Regeneration

Delivered on 14 June 2017 and attended by 15 Councillors

Facilitated by Timothy Wheadon, Chief Executive and Victor Nicholls, Assistant Chief Executive

The objective of this session was to provide Members with an update on the town centre development.

Strategic themes supported: A strong and resilient economy



Promoting Local Democracy

Newly elected School Councils met the Bracknell Forest Mayor

The first Cluster School Council meeting between local schools in the borough was held during local democracy week on 13 October 2017. The children met the Mayor to discuss Democracy.

Young people participating in the meeting came from 8 local schools; Wildmoor Heath Primary, Uplands Primary, Crowthorne Church of England Primary, St Michaels (Sandhurst) Primary, College Town Junior, New Scotland Hill Primary, and Owlsmoor Primary and Sandhurst Secondary School who also hosted the meeting. The children discussed with the Mayor why they wanted to be elected and explained that they wanted to share ideas and make their schools even better.

Sandhurst Secondary Students spoke to the school councillors about why their voice as school councillors was so important and shared some hints and tips.



“I really enjoyed meeting the young people for their first joint council meeting. All the children participated and had some great questions. They were very bright and I can tell we have some future Borough Councillors at these schools.”

Mayor, Councillor Mrs McKenzie-Boyle

National ‘Takeover’ Day

On Friday 24 November, young people from across the borough took part in a national ‘Takeover Day’.

X young people were partnered with executive members, directors or chief officers, to have the opportunity to understand how public figures make decisions and to catch a glimpse of their day-to-day work.

The participants were able to attend meetings and visit the many sites and offices the council is involved with and were encouraged to share their perspective and opinions on council matters.



Promotion of the Office of Mayor

The Bracknell Forest Mayor Twitter account was taken over by the incumbent Mayor, Councillor McKenzie-Boyle and the civic office continues to tweet about upcoming events and report activity which are regularly re-tweeted by followers and the local press. Followers are increasing with 851 at the time of writing. The Mayor has continued to visit numerous schools attending their assembly or school events. At each opportunity the Mayor talks to young people about the role of Mayor and how the Council works.



Follow Bracknell Forest's Mayor at www.twitter.com/MayorBFC

Second Cluster School Council Visit

The second Cluster School Council visit was made to the Council Chamber on 16 March 2018. Students from six schools: Crowthorne Church of England Primary, St Michaels (Sandhurst) Primary, New Scotland Hill Primary, Uplands Primary, Wildmoor Heath Primary and Owlsmoor Primary attended and enjoyed discussing how they could improve recycling at their schools and in the local area.



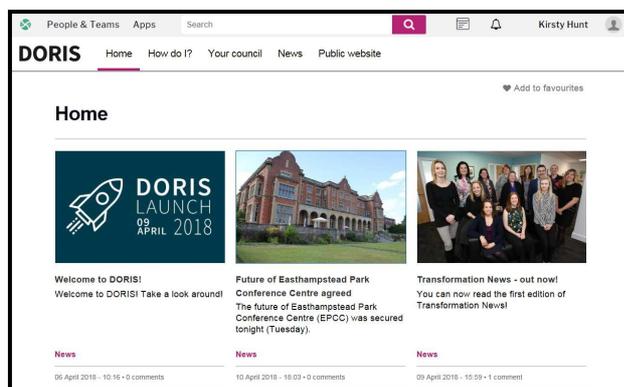
Scouts and Parliament Week

During parliament week in November 2017 the local Scout troop from 1st Binfield borrowed election equipment to recreate the polling station experience. They even printed their own polling cards, developing manifestos and debating current topics before casting their votes.



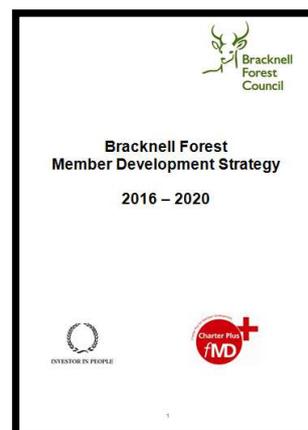
Members' Pages on Doris

The Members' pages on BORIS will be relaunched with the new redesigned DORIS, the Council's intranet site. These pages will continue to be maintained to signpost Members to advice, guidance and various resources such as policy documents, briefing notes and previous Member Development presentations.



Member Development Strategy 2016 - 2020

The Strategy which reflects the new narrative of the Council Plan and supports the Council's priorities was adopted by the Council in April 2016. The Steering Group has undertaken its annual review to ensure that it remains fit for purpose. No changes are currently proposed. The Strategy is appended to this report as Annex B.



Member Development Programme 2018 - 2019

The Member Development Charter Steering Group continues to be committed to improving Member Development at Bracknell Forest to ensure that its Members are equipped to provide the best possible services to its residents and supports the Member Development Programme which is being developed for 2018-2019.

Members have been canvassed for proposals for development sessions. Once finalised the development programme will be circulated to all Members and published on Doris.

Annex A

Events Delivered 2017 – 2018

Additional Conferences	Facilitators	Number of Councillors Attended
Unit 4 Connect Executive Conference	Unit 4	1
Pupil Premium 'Breaking Through Barriers' Annual Conference	Bracknell Forest Council / Reading Borough Council / West Berkshire Council / Wokingham Borough Council	1
Local Access Forum Conference 2017	Natural England	1
Commercialisation Workshop	South East England Councils (SEEC) and South East Strategic Leaders (SESL)	1
UK Rail Summit 2017	Transport Times	1
Leadership Essentials: Children's Services	Local Government Association	1
Beyond the Housing White Paper	Planning Advisory Service	1
Looked After Children Achievement Awards	Bracknell Forest Council	2
Young Councillors' Weekend	Local Government Association	1
The Voice of the Councillor	Councillor Commission	2
Leadership Essentials: Counter Terrorism	Local Government Association	1
Air Pollution in the UK Post-Brexit - Delivering a Cleaner, Greener Future	Public Policy Exchange	1
Westminster Health Forum Keynote Seminar: The future for general practice in England	Westminster Forum Projects	1
Annual Local Government Finance Conference 2018	Local Government Association	1
UK Bus Summit 2018	Transport Times	1
The road ahead for potholes and highway investment conference	Local Government Association	1
Life Chances Team Annual Conference	Bracknell Forest Council	4
Leadership Essentials - Planning: Decision Making	Local Government Association	1

Leadership Essentials: PREVENT	Local Government Association	1
Annual School Leaders' Conference	Bracknell Forest Council	1
Achieving Sustainable and Inclusive Growth in the South East	The Transport Knowledge Hub	1
Sub Total – Attended		26
Sub Total – Cost		£2,438

Approved Conferences	Facilitators	Number of Councillors Attended
Local Government Association Annual Conference	Local Government Association	3
The National Children's and Adult Services Conference	Local Government Association / Directors of Adult Social Services	4
Institute of Licensing: 'Annual Training Conference for 2017'	Institute of Licensing	1
Sub Total – Attended		8
Sub Total – Cost		£5,398

Member Development Sessions	Facilitators	Number of Councillors Attended
Roles, responsibilities and conflicts for directors and trustees of Local Authority companies and outside bodies	Bevan Britain LLP	15
Training on Design Supplementary Planning Document (SPD)	Bracknell Forest Council	11
Police provision in Bracknell Forest	Bracknell Forest Council	13
Town Centre Regeneration	Bracknell Forest Council	15
Member Development Session: SUDS	Bracknell Forest Council	6
Public Speaking and Contributing to Meetings	Miranda Smythe, Balkiewood	5
Feedback from Residents' Survey and Engaging Communities	IODA	19
Licensing Training	West Berkshire Council	3
Information Commissioner's Office Requirements x 5 sessions	Bracknell Forest Council	23
Planning Enforcement Training for Borough Councillors	POS Enterprises	10
Public Speaking Training	Miranda Smythe, Balkiewood	1
Developing Skills in Speed Reading	Miranda Smythe, Balkiewood	6
King's Academy Binfield - Information Session for Councillors	Bracknell Forest Council	5
Education Information Sessions - Statutory Duties	Bracknell Forest Council	16
	Sub Total – Attended	148
	Sub Total – Cost	£4,737
	Overall Total - Attended	182
	Overall Total - Cost	£12,573



Bracknell Forest Member Development Strategy

2016 – 2020



INVESTOR IN PEOPLE



Contents

Introduction	18
The Strategy Vision	18
The Aim of the Strategy	18
The Strategic Context	19
Key Principles & Objectives	19
Responsibility for Delivery	21
Support and Resources	22
Equality	23
Access	23
Sharing Learning	23
Monitoring the Strategy	23
Appendix A – Member learning and development cycle	25

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, DORIS, 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 DORIS
- 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.

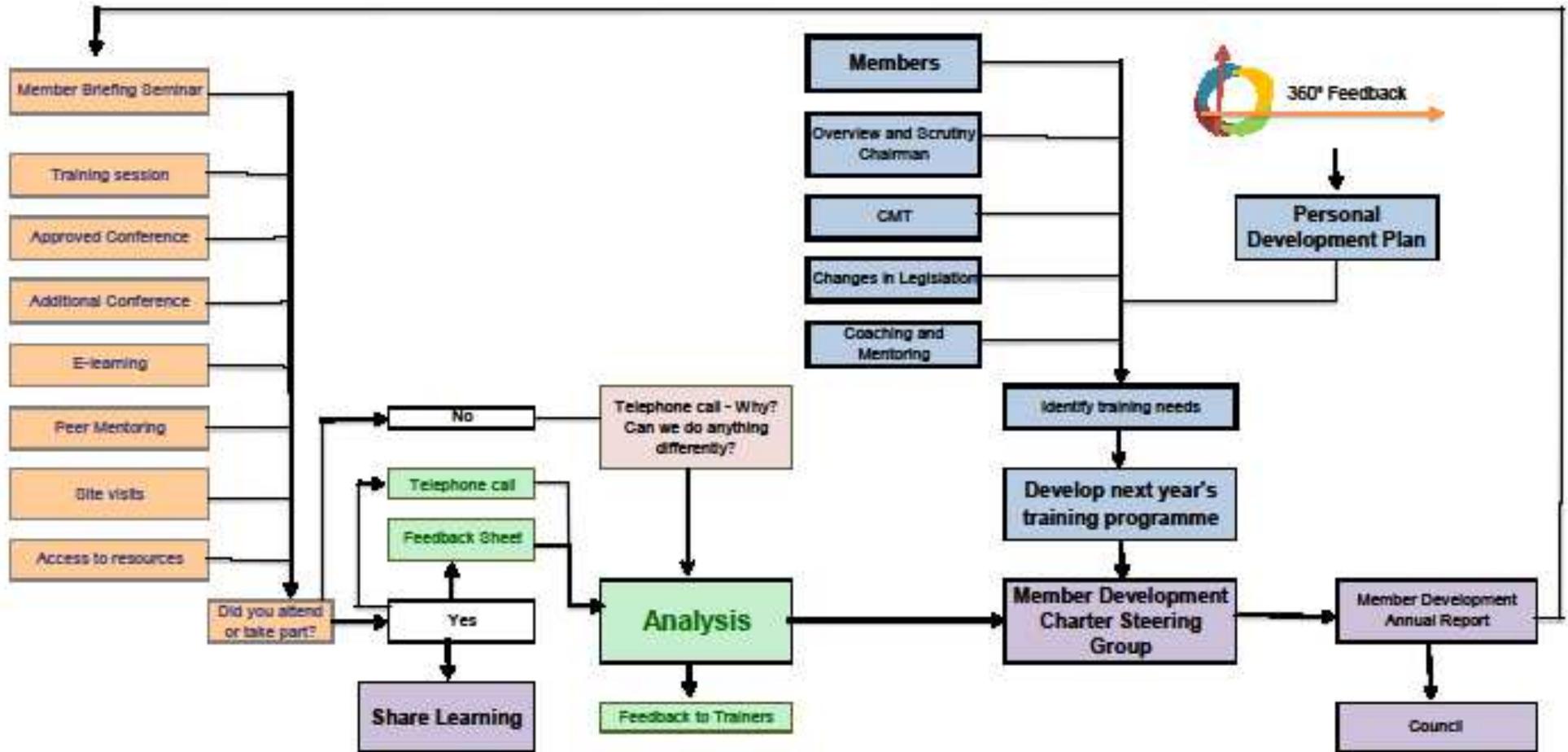
The date, time and location of all learning and development events will be reviewed on a regular basis and recommendations for change will be made if required.

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

Appendix A

Member Learning and Development Cycle



Key

	Training
	Evaluation
	Shared Learning
	Development of next years programme