

FULL COUNCIL

Agenda Item: 19

Ward: N/A

Portfolio: Finance, Governance and Corporate Services

Report Author(s): Cllr Peter Bradshaw,
Chair of the Member Development Group

Date: 15 May 2017

SUBJECT: Member Development

Internal Use Only: Please complete sign off boxes below prior to submission to Democratic Services			
Report Sign off	Seen by:	Name	Date
	Legal	Donna Nolan	27.04.17
	Finance	Paul Deal	21.04.17
	Chief Executive	Stuart Brown	28.04.17
Summary:	<p>Member training and development is one way the Council provides support for its elected Members.</p> <p>The Member Development Policy and Strategy have been updated to reflect minor alterations to details such as job titles and to take account of current government initiatives. The Policy and Strategy can be found attached to this report at Appendix 1. Full Council is asked to approve these documents.</p> <p>In addition to this the Member Development Group is asking Full Council to reconfirm its Terms of Reference, which are attached at Appendix 2, and its Membership.</p> <p>At its meeting in March 2017 the current Member Development Group considered the Council's commitment to the Member Development Charter. The current Charter Status is due to expire in June 2017. The Group recommend that full Council agree for the Council to strive to attain Member Development Charter Plus status.</p> <p>This report also provides an update on Member development activity during 2016-17 and Member development for 2017-18 to assist in delivery of the Council's priorities set out in the Corporate Plan.</p> <p>The report asks Members to suggest any additional areas for inclusion in the programme.</p> <p>The Council is fundamentally refreshing its approach to organisational development. This workstream creates an opportunity to review Member Development ensuring alignment and consistency of approach to development across the spectrum of the Council's activity. If this workstream amends the Strategy, Policy or Programme outline in this report the matter will be referred back to full Council.</p>		

<p>Recommendation:</p>	<ul style="list-style-type: none"> a) Approve the updated Member Development Policy and Strategy (also known as Appendix O of the Council's Constitution). b) Approve the updated Terms of Reference of the Member Development Group and re-confirm its Membership. c) Confirm the Council's commitment to the Member Development Charter Plus. d) Note the outcomes following Member development activity during 2016-17, and e) Suggest topics for inclusion in the Member Development Programme for 2017-18. f) Note that as part of the emerging organisation development workstreams the Strategy, Policy and Programme will be reviewed, with further reports coming back to full Council as necessary.
<p>Direct and/or indirect impact on service delivery to our customers and communities:</p>	<p>Member training and development is in accordance with policy and assists in the delivery of the Council's priorities set out in the Corporate Plan.</p> <p>Member Development and Training forms part of the operation plan for Democratic Services.</p>
<p>Financial Implications:</p>	<p>Member training and development is delivered by a mix of officer time using in-house resources and from externally funded sources. The programme will be delivered within the resources allocated.</p>
<p>Legal Implications:</p>	<p>There are no direct legal implications arising from this report.</p> <p>Members of Planning and Licensing Boards are required to attend designated training to ensure they are up to date with current legislation and practice. Decisions made by Members who have not attended such training could be open to challenge.</p>
<p>Crime and Disorder Implications:</p>	<p>Not directly applicable.</p>
<p>Equalities Implications:</p>	<p>These proposals will provide equal access to Member development opportunities for all Members.</p>
<p>Risk Assessment and Adverse Impact on Corporate Actions:</p>	<p>Risk – lack of training results in a lower member capacity for involvement and leadership.</p> <p>Consequence – Reputational and loss of momentum in driving forward organisational improvement and development.</p> <p>Probability – Low risk.</p> <p>Impact – Low risk.</p> <p>Treatment – Provision of directed and supported development. A planned programme of identified development needs to assist the Council in the delivery of its priorities set out in the corporate Plan.</p>

INTRODUCTION

1. The aim of Member development is to support both the individual needs of Members and assist Members to deliver the Council's Corporate Plan.
2. Elected Members are central in delivering the vision for the authority and as such the Council needs to support its Members in carrying out their roles. Member development is one way the Council provides support to enable Councillors to be better equipped to deliver the vision and priorities for the Council and to be effective community leaders.

BACKGROUND

3. All Councillors are advocates for their communities and "case workers" for their individual constituents. As a result of the Localism Act the role of the Councillor has become more important and the demands placed on them have increased. Their effectiveness depends on the quality of development and level of support they receive. Development in all Councillor roles is essential to enable them to succeed.

Member Development Policy and Strategy

4. The Member Development Policy and Strategy have been updated to reflect minor alterations to details such as job titles and to take account of current government initiatives. The Policy and Strategy can be found attached to this report at Appendix 1. Full Council is asked to approve the documents.

Member Development Group

5. In 2007 Cabinet agreed to form a group to monitor and influence Member development. That group, known as the Member Development Group (MDG) currently consists of Councillors Peter Bradshaw (Chairman), Tom Killen, Roy Mackenzie, Graham Noel and John Osman. The group meets on an ad hoc basis to consider training topics, any Member satisfaction surveys, a review of the member Development Strategy and a review of the Member development budget.
6. The last meeting of the group was held on 16 March 2017. During the meeting the group agreed to recommend that the Council be asked to re-establish the group including its Terms of Reference and Membership. A copy of the Terms of Reference is attached to this report at Appendix 2. Again, the document has been updated to reflect minor alterations such as changes to job titles and the make-up of the Council.

Member Development Charter

7. The Charter for Elected Member Development has been developed nationally. The South West region has its own Charter, which has been adapted to respond to local needs.
8. The aim of the Charter is to help Councils adopt a structured approach to Councillor development and to build elected Member capacity. Mendip District Council first attained Charter Status in October 2010. In doing so, Mendip was amongst the first quarter of authorities in the South West to do so.
9. In May 2014 the Council was reassessed and retained its charter status. The current charter status is due to expire in June 2017.
10. At its meeting in March, the MDG were confident that the Council could attain the higher accolade of Member Development Charter Plus Status. Therefore, full Council is asked to confirm its commitment to the Member Development Charter Plus so arrangements can be made for assessment

Member Development Activity during 2016-17

11. Attached to the report as Appendix 3 is a table to show the member development sessions that have been held during 2016-17. The outcomes are intended to show the positive results of member development sessions.
12. Efforts have continued to make Member development sessions more interesting and convenient, as well as relevant. Promotion of each topic is carried out before the sessions take place. Current figures show that the average attendance of Councillors to general development sessions is in the region of 45%, which is a little bit less than the attendance figure last year (55%). However, this is still encouraging particularly as Members have busy schedules.
13. Where appropriate Parish Councils and Officers are encouraged to attend development sessions along with the District Councillors.
14. During 2016 arrangements have been made for external strategic advisors to hold sessions for the Cabinet along with Corporate Management Team to review the Council's teams and roles following the management restructure. These sessions have included meetings with Jonathan Flowers, Local Government Market Director at Capita and Lord Gary Porter, Chair of the LGA.
15. Also, during 2016, the Council created four new Portfolio Holder Assistants posts. These Assistants are in place to ensure the Council has good succession planning and can also help the Council with shaping its future and researching specific projects. Projects have included a review of the Council's Outside Body arrangements, the paperless project and a review of parking enforcement.
16. The Council has been able to secure a place on the LGA Leadership Academy for one of its Portfolio Holder Assistants.
17. For all Members the MDG continue to look at alternative learning opportunities for instance online learning, an example being <http://www.local.gov.uk/councillor-workbooks>.

18. By way of disseminating information, Councillors are encouraged to write a summary report of any external training which can be inserted in the Mendip News in Brief.
19. By way of individual support and development, the Chief Executive continues to carry out Ward Walks with the Councillors. These have proven very productive for both parties.
20. The Member Development Group are keen for the Council to further a system of Personal Development Plans for each member.

Outline Member Development Programme 2017-18

21. Topics for the Member Development Programme in 2017-2018 will be based on the following areas:
 - a) Requirements identified from groups of Members.
 - b) Requirements identified by the Corporate Management Team.
 - c) Any identified needs of individual Members
 - d) Mandatory training relating to Regulatory Services
 - e) Development needs arising from external factors such as new legislation or other changes affecting local government.
22. The Member Support Officer will identify the most appropriate way of providing the training. Some will be through briefings/workshops, but other techniques such as e-learning may also be employed. Such development sessions will continue to be available at convenient times to make development more accessible to members.
23. Individual Members will continue to have opportunities to attend one-off external seminars/conferences where these help meet corporate objectives and enhance skills and knowledge.
24. Individual Members are also encouraged to have one to one development sessions with Officers of the Council on topics such as Development Management and Finance. Arrangements for this can either be made directly with the Group Manager, or with the Member Support Officer.

OPTIONS CONSIDERED

25. No options have been considered as the Council is committed to undertaking a programme of self improvement. It will be necessary to review the Policy and Strategy from time to time and update as necessary to reflect best practice.

RECOMMENDATIONS

That full Council:

- a) Approve the updated Member Development Policy and Strategy (also known as Appendix O of the Council's Constitution).
- b) Approve the updated Terms of Reference of the Member Development Group and re-confirm its Membership.
- c) Confirm the Council's commitment to the Member Development Charter Plus.
- d) Note the outcomes following Member development activity during 2016-17, and
- e) Suggest topics for inclusion in the Member Development Programme for 2017-18.
- f) Note that as part of the emerging organisation development workstreams the Strategy, Policy and Programme will be reviewed, with further reports coming back to full Council as necessary.

REASONS FOR RECOMMENDATIONS

26. The Member Development Policy will assist the Council achieve its aims and objectives set out in the Corporate Plan by supporting elected Members in carrying out their roles.

27. The Member Development Programme will enable Councillors to have opportunities to update their knowledge and learn new skills to enable them to play an effective role in delivering the priorities for the Council.

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There are no background papers



MENDIP DISTRICT COUNCIL

DEMOCRATIC SERVICES

MEMBER DEVELOPMENT POLICY

Author:	Claire Dicken
Document Name:	Member Development Policy
Document Number:	1
Effective Date:	12.05.14
Date due for review:	12.05.16
Responsible for review:	Claire Dicken
Version:	4

Version control

Number	Effective Date	Author / Reviewer	Comments (e.g. details of any policies being replaced)
1	09.03.09	Claire Dicken/Cabinet	
2	11.03.11	Claire Dicken/Cabinet	
3	10.12.13	Claire Dicken/Full Council	
4	12.05.14	Claire Dicken/Full Council	

Dissemination

Name or Team	Method	Date	Version
All	Attached to the constitution		

Publication of current version

	Location	Date of Publication

Approvals for current version

Name	Date of Approval
Full Council	12.05.14

Introduction to the Member Development Policy

Mendip District Council recognises that the role of all members in advancing the Council's policies is crucial, and that its members must have the necessary skills to help provide the best possible services for the people of Mendip.

The Council believes that it is essential to support, develop and retain its councillors, and that continuous member development is vital to ensure that councillors update their knowledge and learn new skills to enable them to play an effective role in local government.

Whilst, the Council expects each individual councillor to take personal responsibility for his or her own learning and self-development nevertheless training is mandatory in the following circumstances;

1. For all Members of the Planning Board, and
2. Post election ethical standards training for all new Members.

Policy Objectives

1. Development and training activities will be directed primarily to meet the corporate priorities and constitutional requirements of the Council. However, the development requirements of individual members will also be accommodated wherever possible provided a link exists between the training to be undertaken and the member's responsibilities.
2. Development and training are regarded as continuous processes to be undertaken throughout a member's term of office. No age barriers or other discriminatory factors will unfairly restrict access.
3. The Council recognises that there are many different types of development and training activity. A flexible working approach will be taken, matching the individual member's availability with the most suitable form of activity for the individual concerned.
4. Development and training activity will be based around an annual programme linked to the Council's corporate objectives. All training will be planned, programmed, and recorded and results reviewed to determine its effectiveness.
5. The Council recognises that adequate resources must be made available to pay for the development and training of members and an annual training budget is allocated.

Responsibility for member development

The Council

The Council is fully committed to equipping members with the skills, knowledge and competencies necessary to achieve high quality service provision and the Council's corporate priorities, and will provide the resources necessary to achieve this.

Group Leaders

All group leaders are responsible for ensuring their members have the necessary skills, knowledge and competencies to carry out their council and community responsibilities. They are primarily responsible for ensuring that members participate in the training and development activities which are necessary to enable them to do so, and to achieve the Council's aims and objectives.

Portfolio Holder

The Portfolio Holder for Finance, Governance and Corporate Services takes the lead role on behalf of the Cabinet in relation to member training and development, and will work closely with the relevant officers to make the decisions necessary to implement this policy.

Member Development Group

The Member Development Group is an appointed consultative group of cross-party representatives who are committed to the learning and development of council members, and who will offer advice and guidance on training and development opportunities and issues.

The Law and Governance Group

The Law and Governance Group, and in particular the Member Support Officer, will be responsible for the day-to-day management of training and development for members. They will provide a structured induction and annual development programme.

Members will be supported when they join the Council for the first time or when they are re-elected. They will have access to a comprehensive induction package. Additionally, during the run up to quadrennial elections potential candidates will have access to pre-induction support.

Members

Each individual member is responsible for undertaking the training and development activities necessary to enable them to play a full part in the achievement of the council's aims and objectives. They are also responsible for identifying their own diverse development requirements. Support and encouragement will be provided through individual development plans, reviews and discussions, and appropriate training will be arranged.



MENDIP DISTRICT COUNCIL

DEMOCRATIC SERVICES

MEMBER DEVELOPMENT STRATEGY

Author:	Claire Dicken
Document Name:	Member Development Strategy
Document Number:	1
Effective Date:	12.05.14
Date due for review:	12.05.16
Reviewed:	11.07.16
Responsible for review:	Member Development Group
Version:	3 (Updated on 11 July 2016 to reflect the management restructure)

Version control

Number	Effective Date	Author / Reviewer	Comments (e.g. details of any policies being replaced)
1	10.12.12	Claire Dicken/Member Development Group	
2	12.05.14	Claire Dicken/Member Development Group	
3	11.07.16	Donna Nolan	Updated to reflect management restructure

Dissemination

Name or Team	Method	Date	Version
Public	Appended to the Constitution	12.05.14	2
Public	Appended to the Constitution	11.07.16	3

Approvals for current version

Name	Date of Approval
Strategic Leadership Team (Version 3)	04.07.16
Full Council (Version 3)	11.07.16

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**Appendix A – Member Development
Programme Cycle**

1. INTRODUCTION

The purpose of this strategy is to set out how the Council will provide Member Development. A Policy on Member Development was originally adopted by Cabinet on the 12 December 2011 and appended to the Constitution at Appendix O. The Policy is reviewed by the Cabinet regularly.

This strategy has been developed by the Council's cross party Member Development Group, established by Cabinet to provide a framework for future Member training and development in order to achieve:

- Motivated and skilled Members of the Council.
- A consistent approach to Member training and development.
- Equality of opportunity.
- Well equipped Members who are confident and able to carry out their roles effectively.
- Raise awareness amongst Members of their own responsibilities

This document will clearly outline the Council's strategic aims and priorities which are aligned with the Corporate Plan. In order to be sufficiently flexible a wide range of learning styles and methods are used to make learning fully accessible to all Members. Whether this strategy is likely to be effective or not will be dependent on the commitment given by each and every Member to take an active part in the learning and development programme.

2. BACKGROUND

Mendip District Council recognises the fundamental and crucial role that elected Members play within the Council's decision making framework and within the communities in which they serve. The Council is committed to meeting the needs of its community through the provision of high quality public services. Local government is a vital part of democracy and its recent rapid change affords both challenge and opportunity for the role of an elected Member. It is important that Members understand their role as local champions of democracy, strong community leaders and decision makers.

According to the Local Government Association "Inspiring local communities and creating a better future for the people and places we represent takes ambitious leadership. Now, more than ever we need to ensure our politicians are bold and confident leaders, equipped to reinvigorate local governance, ensure strong democratic accountability, and support local government to make a difference, deliver and be trusted".

The South West Council Charter for Member Development provides a framework for local planning, self-assessment, action and review to raise the standard of member support.

The self-assessment demonstrated and evidenced the current status of the Council compared to the principles of the Charter to identify how the Council can progress:

- Continued commitment to member development
- Strategic approach to member development
- Member learning and development plan in place

- Learning and development is effective in building capacity
- Supporting Councillors

This document uses the same framework to identify the principles of good Member development and how Mendip District Council works towards and achieves those principles. In order for this strategy to be meaningful to Mendip however, it is also closely aligned to its own corporate and local community priorities.

3. CORPORATE COMMITMENT

The Leaders of the Political Groups, the Member Development Group and the Corporate Management Team are all committed to providing opportunities for all Councillors to develop appropriate levels of skills, knowledge and expertise to enable them to fulfil their individual roles.

The aims of this strategy reflects [the Corporate Plan](#)

The Council's Corporate Plan identifies its vision as: 'Mendip – a place to be proud of – where people, communities and businesses are encouraged to achieve their potential'.

To deliver this vision and provide focus we have established two key priorities:

- To improve the health, including mental health, and wellbeing of the residents and communities of Mendip
- Supporting economic development and growth

The corporate values are:

- To put customer needs first
- To treat people fairly and allow them to be heard
- To work in partnership and involve others
- To encourage a culture of achievement
- To be open to change and innovation while striving to improve
- To be good custodians of our environment

If the Council is to succeed in its corporate vision and values then it must ensure that its Councillors are supported and encouraged to undertake their role as community leaders and representatives hence the reason for aligning their training and development to this document.

Soon after election Councillors are surveyed with regard to their skills and interests. The survey provides Councillors with a list of the Council's services that it is possible to learn about and become involved in. Councillors have displayed a good appetite for development sessions to increase their understanding of the Council's corporate priorities how their role as Councillor affected and influenced the business of the Council generally. Development sessions should therefore continue to reflect the priorities of the Corporate Plan and trainers should clearly state to which priority their training will address.

Members have shown they want to gain a greater understanding of how the Council's service teams operate. Team shadowing would enable Members to improve their awareness in a structured and time efficient way which would undoubtedly help both Councillor and Officer in reducing the knowledge gap. Training should also reflect new legislation and statutory change thus the programme needs to remain flexible and adaptable.

4. SUPPORTING MEMBER DEVELOPMENT

Resources and Support

The Group Manager for Law and Governance has been appointed together with the Member Support Officer (MSO) to guide and support Members as per this strategy. The MSO is an active participant of the South West Member Services Network and will produce a report on the benefit of this participation to the Member Development Group on a regular basis.

The Member Development Group is a cross party group that was established by the Cabinet. It is involved in all training and development for Councillors on behalf of the Council and contributes to and influences the member development programme.

Elected Members are ultimately responsible for their own development although they are greatly helped in this by the MSO whilst the Portfolio Holder for Finance, Governance and Corporate Services takes political leadership and is accountable for the high level performance of the overall service together with the Group Manager for Law and Governance.

Member Development, in common with all other budgets will be allocated funding each year by Full Council. This budget needs to be carefully managed to ensure a high level of good quality training with sessions provided in house to allow for a sound dissemination of local and relevant knowledge. Budget expenditure will be monitored by the Portfolio Holder for Finance, Governance and Corporate Services in conjunction with the MSO. The Member Development Group will review expenditure to ensure it provides continued value for money. Grant funding and subsidised training opportunities should be considered where appropriate together with funded courses through local government agencies. Full Council should review the budget available on an annual basis taking into account any reduction in external funding or externally funded training course. Councillor remuneration based on Member roles has been carried out on the recommendations of the Somerset Joint Independent Remuneration Panel. This should also be reviewed by Full Council annually.

Access to Learning and Development

Members have commitments outside of their Council role which means the time they have available is very limited. Any time they do have needs to be spent well and in a way that they consider to be beneficial, both to themselves and to the Council. Access to any skill or training opportunity must be as simple and straightforward as possible. All learning and development events will therefore take into account the working and life patterns of Councillors.

Learning and development should be provided in a variety of methods including face to face tutoring, self learning, electronic and active learning - practical demonstration or participation eg spending time within different Groups to learn about their work first hand or going off site to see first hand how the Council provides its services or how other Councils do so. Most development sessions will be repeated at different times of the day including Saturdays on occasions and weekday evenings, avoiding where possible dates already occupied by other Council meetings. The venue will be convenient to all and will comply with the requirements of the Equalities Act 2010.

Council meeting rooms, external venues and even in the Councillors own home will be used where applicable.

The MSO should investigate the potential of new methods of learning as they evolve to ensure that all Members have equal opportunities to access the learning and development they need. The MSO should carry out surveys of all Members to determine what their needs are and how they would like to access their learning programme. This information should be used to create a useful programme of events which then reflect the feedback received.

The options to help Members develop their knowledge and skill base should not be restricted to specific or dedicated sessions.

The Council is committed to supporting and helping all Members to improve their skill and knowledge. As such it enables those with dependents to take advantage of the Council's Allowance Scheme which provides funding to purchase the time of childcare or other relevant carers.

Members will be informed about training and development opportunities in a variety of formats. The dates and venues of most internal courses will be given in the Member development programme. To enable structured and timely promotion thus encouraging greater take-up, detailed emails for each session will also be produced at least two weeks beforehand. The training programme itself will also be delivered in a variety of ways to meet different learning needs and preferred styles of learning. All training presentations and notes will be made available electronically and in hard copy on request to afford the greatest access.

Raising Awareness

The Council has a role to play in raising awareness to existing Members about the development opportunities available to them but it also has a role to try and instil some interest amongst the general public about becoming a Councillor at the next election.

Every public meeting agenda includes a public participation slot for members of the public to speak and to air their concerns on behalf of their community. They also have the option to raise issues with their local ward Members and to attend meetings to improve their knowledge of how the democratic process works

Potential candidates can attend tailored events, organised prior to the main elections which are attended by Members from all parties and members of the Corporate Management Team. Marketing of these sessions will include a wide mix of methods and locations so that the maximum number of people can be reached. This will include local media, website and literature in local libraries and other public places. Promotional material must make every effort to engage with all members of Mendip society including those whose first language is not English, young people and those from a wide range of socio-economic backgrounds.

To forge a greater understanding of the Councillors' role and provide something which people can relate to, case studies written about individual experiences may be used. These case studies will clearly demonstrate what is expected of each elected Member, what is involved in the role and what benefits there are to both them and their community.

5. CORPORATE DEVELOPMENT

Induction

The Council is committed to ensuring that all new Councillors are provided with a comprehensive induction when first elected. As a consequence all new members meet with the MSO and are provided with a Member Information Folder which contains details about the Council and its member development programme. Awareness sessions provided by the Council's Monitoring Officer will be held within the first four weeks of each election to provide advice on ethics, probity, the Code of Conduct and declarations of interest. It may be possible for new Members to have the opportunity to take part in familiarisation sessions and mock-ups of Council meetings whilst key senior officers including members of the Corporate Management Team will spend time with all new and returning Members to ensure they are fully aware of the development available and the role expected of them.

A description of the Members role is identified within section 3 of [the Council's Constitution](#) and the role of a Member is clearly set out in the Candidates Information Booklet which will be made available prior to all new local government elections or can be downloaded from the [Council's website](#). The Council will encourage experienced Members and Officers to share their expertise with newly elected members. Councillors are able to take advantage of a buddy scheme on request.

Member Development Programme

Councillors will be encouraged to pro-actively participate in training and to attend arranged development sessions especially when these are relevant to their own portfolio or personal development. Some training and awareness sessions are compulsory for some committee members as they relate to legislation and the need for sound decision making. All identified training whether compulsory or voluntary will be considered by the Member Development Group. An illustration of the Member development cycle is illustrated at appendix A.

A timetable of all learning opportunities will be mapped and identified in a table which will aim to include at least one formal development session per month.

Identifying Development Opportunities

Members will be offered training and development which suits the position they hold both in the Council and the wider community to enable them to undertake their specific role and fulfil their responsibilities. Any training needs identified by Members should be sent to the MSO, who can then research and recommend possible courses or other activities that will meet that need.

The Member Development Programme will provide sufficient details to enable Members to make a decision whether to attend certain training sessions or not. This detail should include a location, time and date. Members should make every effort to attend any courses. If attendance is not possible then as much notice as possible should be given to the MSO so that an alternative delegate may be nominated to attend. Where there is a problem with courses or activities being booked but not attended the matter will be referred to the Member Development Group and Group Leaders for resolution.

The MSO will take the lead in implementing the training and development policy by organising relevant courses, booking attendance, paying costs and advising on best practice. The MSO will provide information in respect of training opportunities and reports on training attendance and effectiveness. All course bookings will be cleared by the relevant Portfolio Holder and made through the MSO so that a record of all learning provided to Members during the year can be kept and the necessary commitments against budget provision can be made.

Shared Learning

The Council recognise that sharing the provision of skills and training is often beneficial both in terms of good practice and cost. The Council will continue to investigate sharing possibilities with neighbouring local authorities and external partners. Parish/Town Councillors and partner organisations will be invited to attend development sessions with District Councillors where appropriate to offer community support as well as ensure consistency and understanding.

Joint training between Officers and Members will also be considered especially where the two can interrelate for the benefit of both. Members can access external online training via websites from local government agencies such as the LGA so should be encouraged to do so.

The Council realise that elected Members often have a wealth of knowledge and expertise from a wide range of work related and social roles. Peer to peer training takes a different approach than that utilised by professional tutors but can be highly effective. Members will be encouraged to share their expertise with their colleagues in a way which promotes greater understanding of the role each of them will perform.

Seminars and Conferences

It is not always possible for every Member to attend specific training, seminars or conferences. Time restrictions, family commitments and cost prohibit this to a great extent but this does not mean that those unable to attend should not glean some benefit from it. Presentations of all training and notes from seminars and conferences should be made available to Members upon request. Those attending the training, seminars or conferences should be willing to take notes and provide a copy of the presentation for it to be shared in this way. The MSO should pro-actively seek and make available any information which may of interest to the Members and Members should be encouraged to do likewise.

6. PERSONAL DEVELOPMENT

Personal Development

The Council will identify the training needs of individual Members by carrying out a skills audit shortly after all main District Council elections. These needs will be reviewed regularly and each Member will be given the opportunity to consider their personal development. Any plans should link to the priorities of the Council's Corporate Plan. The MSO will keep information about the corporate priorities and the training identified.

Any development which does not comply with these priorities will be reconsidered by the Members Development Group.

Personal development planning may be used to help members update their knowledge and learn new skills which will help them to be more effective in their role and in the delivery of the Council's strategic priorities. Such plans enable Members to set goals for themselves during their term of office which then provides them with tangible evidence of their achievements. This can be very useful to Members especially if they are considering re-election. When starting a plan Members must consider their current role within the Council in addition to any future political aspirations.

Leadership Development

Succession planning is necessary to ensure that the Council always has Members with appropriate skills and knowledge who are able to change their role or to take on a more demanding one. Where appropriate the Council will actively sponsor the participation of relevant Councillors on leadership development programmes such as the Leadership Academy which it has done previously. On an annual basis the Corporate Management Team will discuss, with the Leaders of the Council, which Member should be put forward for Leadership Academy training, when available.

The Council will also investigate the benefits and options in respect of mentoring. Once again this has previously been used by members of Scrutiny and Cabinet and should be explored further. The use of leadership training and mentoring must be documented and evaluated in the same way as all other forms of Member development.

Joint training between the Cabinet and the Corporate Management Team should be encouraged to create greater understanding and consistency. The Chief Executive and Council Leader currently meet regularly in feedback sessions to discuss member development which should continue if both parties consider it to be useful.

7. MONITORING AND REVIEW

Evaluation

It is helpful for courses to be evaluated for their usefulness and relevance through the completion of a feedback form by each participant. Feedback will be collated by the MSO. Details of all training and development courses will be summarised and a report provided to the Member Development Group for discussion, to suggest future improvements, ensure value for money and monitor performance against expected objectives. Evaluation summaries should also be considered by the relevant Lead Officer and the Portfolio Holder. Information from the evaluation procedure and experience gained by those involved will continue to inform future plans for Member development.

The feedback and evaluation procedure helps to identify which training has been successful and which has not using feedback forms which focus on intended key training outcomes. Having identified unsatisfactory learning the MSO and relevant Manager will review and change it to ensure that it does deliver to the required standard in the future.

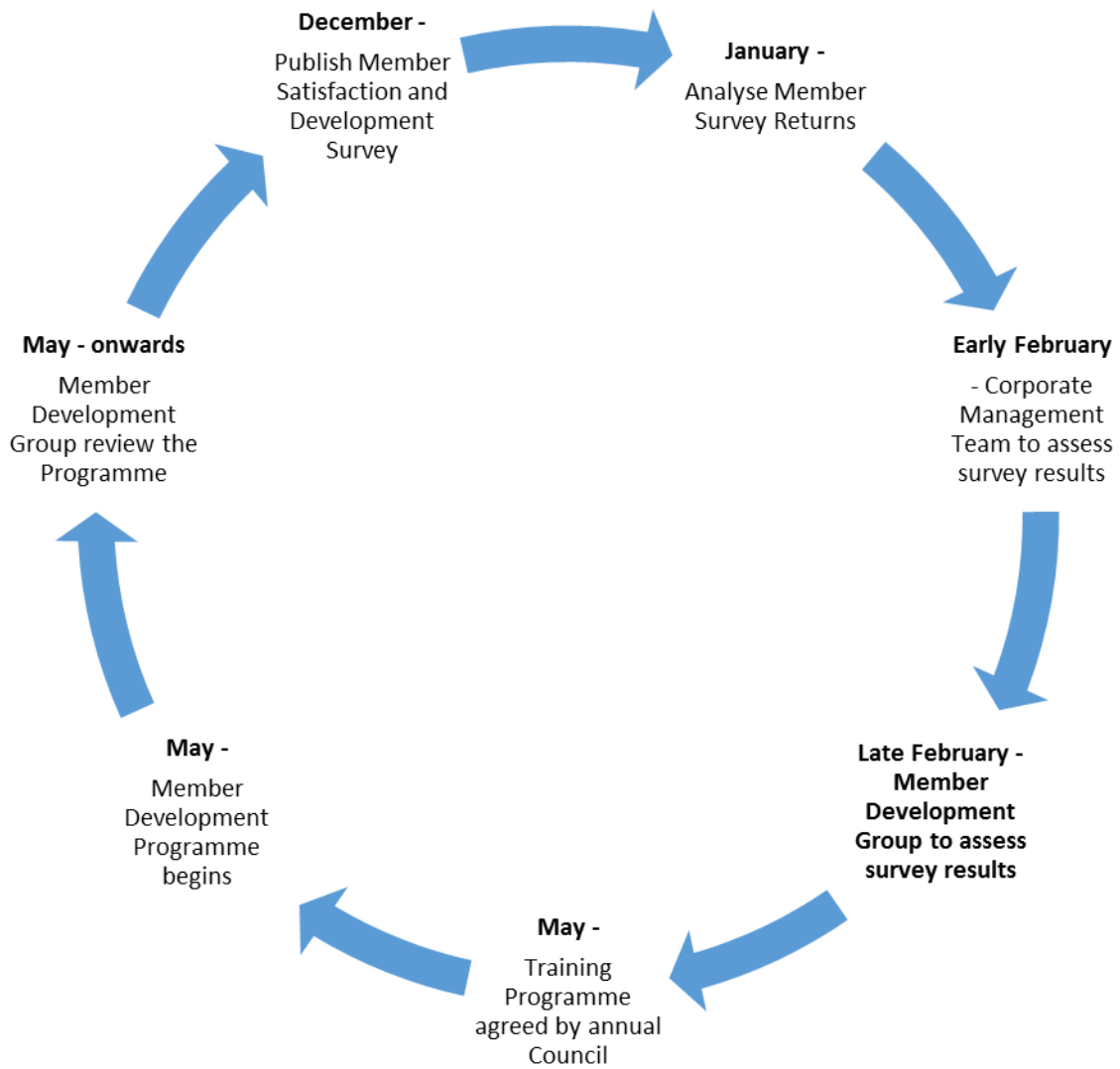
8. CORPORATE PRIORITY ACTIONS

- To continue to link all Member training to the Corporate Plan and governing legislation
- To continue to carry out surveys of Members about member development
- To raise awareness about all development opportunities in a variety of ways to maximise access.
- Evaluate all training courses and provide relevant feedback to the Lead Officer and the Member Development Group
- To provide a comprehensive support and induction programme for all newly elected Members.
- To expand and promote the Buddy Scheme
- To actively seek shared learning activities
- To provide information on all upcoming seminars and conferences
- Provide Members with sufficient information to enable them to make an informed decision about their training requirements
- Pro-actively seek different ways of promoting the role of an elected Councillor

9. MEMBERS' COMMITMENT

- To strive to have a personal development plan
- To be receptive to the opportunities available
- To complete a course evaluation form after all training and development activity undertaken
- As a newly elected Member, to attend the sessions offered.
- To make every endeavour to attend all development activities arranged but will inform the MSO as soon as possible if unable to do so.
- To consider what peer training they could provide to their colleagues
- To respond in a timely fashion to any request for information from the MSO
- To be fair, honest and respectful to others when carrying out their role
- To undertake the required mandatory training

Appendix A – Member Development Programme Cycle



Mendip District Council

Member Development Group Terms of Reference

Background: Cabinet agreed to form the Member Development Group (formerly called the Member Training Unit) at its meeting on 5 February 2007. The group reports to Cabinet via the portfolio holder.

Membership: Normally there will be five or six Members on the group, appointed by the two main group leaders. The makeup of the group will be proportionate, where possible to reflect the Council's makeup.

A chair is elected by the members at the first meeting of the group after an election.

Terms of reference: these are as follows:

- To maintain an understanding of member training and development needs
- To advise on the development of a strategy to meet the training and development needs of members
- To create an awareness of the training and learning opportunities available to all Council members
- To assist in establishing a culture whereby elected member development is seen as a component in the success of the council and to gain commitment from all members regarding their training and development
- To co-ordinate work towards the re-achievement of the South West Charter on Elected Member Training and Development if the Council decides to pursue this
- To review and evaluate the effectiveness of member training
- To ensure a comprehensive and effective members' induction programme is developed and that all new Councillors are taken through the induction process
- To ensure elected member training and development is focused on helping the council deliver its corporate objectives and if necessary, to express a view on the prioritisation of training provision
- To make recommendations, if appropriate on the above issues to the relevant Portfolio Holder, Cabinet, Corporate Finance Advisor and the Corporate Manager, Governance, Assets and Public Spaces
- To report periodically on progress to the Cabinet and to the full Council at its annual meeting.

These revised terms and conditions were agreed by full Council on 18 May 2015.

Appendix 3

MEMBER DEVELOPMENT AND TRAINING EVALUATION 2016/2017

Date	Topic*	Number of attendees	Objectives	Outcomes
9 May 2016	Planning Enforcement	25/47	<p>This course aimed to provide Members with an overview of how the Planning Enforcement team worked and what part they could play in helping to ensure optimum efficiency and minimise public dissatisfaction. Including:</p> <ul style="list-style-type: none"> • The new structure of the team • Areas of investigation • Legislation used and available powers • How the team interacts with other departments and agencies • Current cases of interest (in general) 	<p>Planning enforcement is a very contentious subject that, when a related issue comes up in any Ward, can create a difficult situation for Members to resolve and advise without the background knowledge provided by this session.</p>
27 June 2016	Institute of Licensing	2/2	<p>The Institute of Licensing is the professional body that represents those who work within the field of Licensing. The Institute responds to the needs of its members to develop professional skills through training and communication as well as by representing members' views in the framing, reviewing and enforcement of laws and regulations.</p>	<p>The Chair and Vice chair of the Licensing Board became members of the Institute of Licensing</p>

Date	Topic*	Number of attendees	Objectives	Outcomes
23 July 2016	Essential Skills for the 21 st Century Councillor, Taunton	1/1	A range of informative and practical workshops offers opportunities for Councillors to network and share experiences whilst gaining essential skills and knowledge to support their wide-ranging roles.	Suitable for recently elected Councillors as well as more experienced Councillors seeking to explore new skills and knowledge or refresh existing.
14 September 2016	Devolution Myth Busting Session	18/47	<ul style="list-style-type: none"> • To raise awareness of opportunities to work together across the area that could lead to devolution deals, attract funding or new powers. • To consider what powers and funds could be accessed and what it will mean for elected members, their constituents and authorities. • To provide information in respect to timescales, key milestones and emerging options around the formation of a Combined Authority. • To allow delegates to ask questions and develop a greater understanding of the combined plans. 	An opportunity to find out more about what devolution would mean to each councillor, communities and the authority.
25 October 2016	Audit Committee Training at the Haynes Motor Museum	5/8	<p>To gain new insight on:</p> <p>Role and Effectiveness of the Audit Committee—Ensuring your Audit Committee is ready for the challenges of the next five years—getting the best</p>	By attending this event Councillors will be better equipped to ask the right questions of the right people at the right time. They will have gained an understanding of some of the risks the organisation may be faced with in a rapidly changing environment of uncertainty.

Date	Topic*	Number of attendees	Objectives	Outcomes
			<p>possible assurance.</p> <p>Tone at the Top –Culture and Ethics— Why do poor corporate cultures exist and what role does Internal Audit play, in conjunction with Members and Representatives, in helping to promote a positive and corrupt free environment.</p> <p>Changes to the AGS—There will be changes to the Annual Governance Statement that Audit Committees are required to approve. This session will provide an External Audit update and view.</p> <p>Brexit—Threat and opportunities—What does this mean for your organisation? How prepared are you to meet the challenges and take advantage of the potential benefits?</p> <p>Transformational Change—The only sure thing is that change will happen. Forewarned is forearmed. What are the challenges ahead and what things do you need to know?</p> <p>The Financial Officers View—Pulling it all together, what does all of this mean for your organisation?</p>	

Date	Topic*	Number of attendees	Objectives	Outcomes
28 November 2016	Mental Health Awareness, Connect Centre, Wells	1/2	The session aimed to explore some of the most common signs and symptoms of mental distress, consider how to support those who are experiencing poor health and highlight ways to promote good health. The workshop is suitable for anyone interested in supporting friends and others to improve their emotional health.	<ul style="list-style-type: none"> • Increase understanding of mental health issues • Contribute to your professional development • Allow you to respond effectively to a range of situations
12 December 2016	Dementia	21/47	Members gained an understanding of: <ul style="list-style-type: none"> • What dementia is • How it impacts on people's lives • How to support people to live well with dementia 	Alzheimer's Society's Dementia Friends programme is the biggest ever initiative to change people's perceptions of dementia. It aims to transform the way the nation thinks, acts and talks about the condition.
24 January 2017	Assessing Local Parking Enforcement	2/2	This interactive symposium provided an opportunity for local authorities, local traffic management and parking professionals, road user organisations, the police, enforcement agencies and other key stakeholders to review the impact and implementation of changes to local parking policy and examine what more can be done in this area. The symposium explored how local authorities could adopt greater transparency in their parking strategies in order to ensure that enforcement is reasonable and fair.	Knowledge of the implementation and impact of the most recent changes to parking enforcement legislation An opportunity to discuss ways to discourage on-street and pavement parking, including considering the potential for implementing a ban in areas outside London Consider next steps in parking enforcement through the use of innovation and technology at the local level Have the opportunity to share best practice and establish an evidence base for developing effective strategies to overcome the main challenges associated with local parking enforcement

Date	Topic*	Number of attendees	Objectives	Outcomes
13 March 2017	“Prevent” Awareness – Counter Terrorism	10/47	This course aimed to provide Members with an Introduction of “Prevent” and an understanding of Prevent duty on the local authority as part of the Counter Terrorism and Security Act 2015.	Members will gain an understanding of: <ul style="list-style-type: none"> • Brief understanding of Counter Terrorism and Security Act 2015 • What is Prevent? • Ideologies/Behaviours (possible case study) • Channel process • Links with other Councils’ safeguarding policies

* Course notes are available on most of these topics, for a copy please contact Claire Dicken at Claire.Dicken@mendip.gov.uk

** It is not always possible to invite all Members to every training opportunity.

MEMBER DEVELOPMENT AND TRAINING PROGRAMME 2017/2018

These are suggested topics for future Member Development.

The list is in no particular order:

1. Briefings on the outcome of the Peer Review
2. Migrant Workers
3. Business; How Councillors can Support Businesses
4. Understand how a council is financed and how to interpret financial reports and budget sheets
5. Visit to Glastonbury Festival
6. Shadowing the recycling service workers and a trip to the landfill
7. Site visits to understand the impact of planning decisions
8. Housing Options and Private Sector Housing
9. What does the New Corporate Plan mean for Members
10. The role of the Voluntary and Community Sectors in Mendip
11. How to be the best Councillor I can be
12. The Role of the Scrutiny Board.
13. Mental Health Awareness and First Aid
14. Devolution – update
15. Climate Change – Lecture
16. Outsourced Services