

ROCHFORD DISTRICT COUNCIL

MEMBER DEVELOPMENT POLICY STATEMENT

Rochford District Council is committed to the training, development and learning of elected Members in order to assist the Authority in advancing its aims and objectives and to develop individuals for their Councillor role. This is demonstrated by the Council's commitment to achieving the East of England Regional Assembly (EERA) Charter for Member Development by December 2010.

Corporate Vision, Objectives and Values

The Council's vision is to make Rochford District a place which provides opportunities for the best possible quality of life for all who live, work and visit here. The Council's objectives are to make a difference to our public, our community, our environment and our local economy.

The Council's values (the way we work to pursue our objectives) are to:-

- Be an open, accountable, listening, responsive Council.
- Put the customer and citizen at the heart of everything we do, delivering services in a caring and sensitive manner.
- Co-ordinate the management of resources with an emphasis on sustainability.
- Value the contribution of partners, employees and citizens, trusting each other and working collaboratively.

Member Development Policy Document

Rochford District Council has a Member development policy document that sets out the working framework within which Member development activities take place. A copy is appended to this policy statement.

The document aims to ensure that Member development activities are aligned with the Council's vision and objectives and follow best practice.

Equality of Opportunity

Rochford District Council recognises its responsibility to provide equal access for all Members to learning and development in accordance with equal opportunities legislation and to provide a range of access routes for learning and development in order to promote a work-life balance for Members.

Budget

The Council provides a dedicated budget each year for Member learning and development. This is continuously monitored and allocated in accordance with the following parameters:-

- The identified learning and development needs of Members, based on the analysis of results of self-assessment questionnaires sent to Members.
- Learning and development needs that are essential to improve and progress the agreed policies and strategies of the Council.
- Evaluation of money spent on learning and development to ensure value for money and performance improvements.

Charter for Member Development Implementation Group

The Council's Standards Committee determines the Member Learning and Development programme. The Committee has established a Charter Implementation Group, with a cross-party membership, to oversee and lead on the process of applying for Member Development Charter accreditation. To achieve accreditation the Council will need to demonstrate that it:-

- Develops elected Members in order to achieve the Council's aims and objectives.
- Adopts a Member led strategic approach to elected Member development.
- Has a Member learning and development plan in place that clearly identifies how learning and development is effective in building capacity.
- Addresses wider development matters to promote work-life balance and citizenship.

Member Learning and Development Support Officers

The following officers have responsibility for the coordination and support of all aspects of Member learning and development:-

Sarah Fowler
Head of Information and Customer Services
Tel: 01702 318135
Email: sarah.fowler@rochford.gov.uk

John Bostock
Committee Services Manager
Tel: 01702 318140
Email: john.bostock@rochford.gov.uk

Michelle Power
Committee Administrator
Tel: 01702 318179
Email: michelle.power@rochford.gov.uk

Appendix

ROCHFORD DISTRICT COUNCIL

MEMBER DEVELOPMENT POLICY DOCUMENT

This document sets out the working framework within which Member development activities take place.

1 The process for identifying and meeting Member Learning and Development needs

- 1.1 Each year 3 phases of learning/development are agreed by the Standards Committee and/or the Charter Implementation Group (CIG). The phases are developed to be responsive to the corporate priorities of the Council as well as catering for the different roles of Members. The phases are as follows:-

Part 1 Induction training – May to July (between 6 and 10 sessions, depending on need). These courses are particularly aimed at newly elected Members of the Council (when appropriate), but serve also as refresher courses for existing Members.

Part 2 Competency training – October to November (approximately 6 sessions).

Part 3 Competency training – February to March (approximately 6 sessions).

- 1.2 In developing the programme for each year account is taken of the views of Members by sending out a self-assessment questionnaire during February/March. In this questionnaire Members' views are sought on the year's training programme to date and they are asked to detail any specific individual training requirements they may have. These individual training requests are assessed and developed in consultation with the CIG. The views expressed in the questionnaire are summarised in the report to the April meeting of the Standards Committee. A copy of the blank questionnaire is also provided to the Standards Committee for its ratification of the questions being asked of Members. In addition, individual Members who wish to attend courses specific to their role can contact the Head of Information and Customer Services (HICS) to see if this is possible within the budget.

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- 1.3 Mandatory training for Development Control, Licensing and Appeals Committee Members is included in the Part 1 (Induction) phase of the programme as training in these areas is considered necessary for the fulfillment of the Authority's stated corporate objectives.
- 1.4 The Council's Senior Management Team (SMT) are asked about courses they are able to offer to Members for Part 1 and to provide course suggestions for inclusion in Parts 2 and 3 of the programme.
- 1.5 The Council's Standards Committee, which consists of cross-party membership and which has an Independent Member as Chairman, oversees the learning and development programme.

2 Equality of opportunity to access Learning and Development

- 2.1 A timetable of dates for learning opportunities is produced and agreed in January for the following municipal year. The training schedule takes account of likely Council and Committee meeting obligations and Ward Member duties. In order to facilitate access to training for all Members, courses are booked in venues on both sides of the District and are run in the afternoon and repeated in the evening. Buffet and refreshments are provided at training sessions and transportation and carer/child care costs are available to Members attending training.
- 2.2 An Independent Remuneration Panel assesses annually the financial support needed for Members.
- 2.3 Handouts from all scheduled training sessions are sent to all Members unable to attend the training.

3 Features of Member learning and development courses

- 3.1 Once a programme of training is scheduled the following are features of the administration:-
 - A training booklet with full course details for each of the three phases of training is produced and sent to Members, with a booking form to be returned to the Committee Section. The training booklet specifies which Members each course is aimed at primarily and how the course objectives are linked to the corporate objectives of the Council.
 - Return of the booking forms is monitored by the Committee Section. Members are sent a reminder by letter or email if they have not returned the booking form and then phoned if the form is still not received.

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- Notices of forthcoming training are placed in the Members' lounge, office and library. Details of all the learning and development courses for the forthcoming week are printed in the Members' Bulletin, which is sent weekly to all Members. A file of training material is placed in the Members' library/office.
- Attendance is monitored and reported to the Standards Committee as an appendix to the report on the Member Learning and Development programme.
- A formal half-yearly review report is made to the Standards Committee in October/November on progress of training to date.

4 Evaluating the effectiveness of Member Development Activities

Evaluation by Members is achieved as follows:-

- Self-assessment questionnaires are issued annually in February/March to each Member and the views/requests for training expressed within are included in the report to the Standards Committee when determining the programme for the forthcoming municipal year.
- End of event evaluation questionnaires are completed by Members and comments noted and actioned where appropriate.
- A follow-up evaluation form is issued at the end of each phase of the programme. This asks Members to appraise the impact they feel the learning has had on their role as Member and how far specific courses have achieved the stated objectives. This is summarised and fed into the CIG and/or the Standards Committee for review.
- Feedback from Members during the course of the year is considered when determining the courses in the Competency training phases of training.
- A half-yearly evaluation report is made to the Standards Committee on progress of training.

5 Methods of Learning Utilised (not exhaustive)

This Policy document is kept in the Members' lounge, office and library for reference by Members and is reviewed periodically to ensure it is up to

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date and that Member development continues to support the aims of the Council.

The Member learning and development programme includes a wide range of learning methods, which are detailed below:-

- Induction training for newly elected Members
- Training courses run by external specialist trainers.
- Presentations and question and answer sessions run by Council officers.
- 'Moots' or mock hearings where appropriate, e.g. for Standards Committee and Licensing Committee Members.
- Interactive training, e.g. for overview and scrutiny training and Chairmanship training.
- Briefings to individuals or small groups of Members by officers on specific topics.
- Training materials available on CD for some aspects of training.
- E-learning facility available for all Members via 'Modern Councillor'.
- Course handouts provided to those Members unable to attend scheduled training.
- Peer mentoring facilitated by Improvement East.
- External courses requested by individual Members, subject to sufficient funding available.
- Member visits to learn.
- Member attendance at training sessions run by neighbouring authorities. Joint training opportunities with neighbouring local authorities is encouraged wherever appropriate.
- All courses are offered to Independent Members of the Standards Committee Relevant courses are offered to the District's Parish/Town Councils.
- Joint training with officers is recognised as advantageous at times.

6 Learning and Development Record Keeping

Records are kept by the Committee Section of the courses offered on the learning programme and of Member attendances at these courses. A report relating to Member attendances is submitted to Standards Committee for evaluation and comment at the end of each municipal year.

EERA Charter for Elected Member Development ACTION PLAN

1 Commitment to member development

GUIDELINES	EVIDENCE / ACTION	BY WHEN/ BY WHOM	PROGRESS
<p>1.1 Top political and managerial leadership commitment to development of elected members</p>	<p>Evidence: The Council's Corporate Plan 2009-2013 identifies achievement of the Member Development Charter as a key target. The Member Learning and Development Programme is identified as one of the Council's Key Activities and Actions (page 11).</p>	<p>Sept 2009 HICS</p>	Completed
	<p>The Council's 'Key Policies and Actions 2009-10' report identifies the Member Training & Development Programme and working towards obtaining Charter accreditation as two of the key projects for the year (Council 26/2/09, Minute 50).</p>		Completed
	<p>The Information and Customer Services Divisional Plan details delivery of the Member Learning & Development Programme as an objective and developing and implementing an Action Plan to achieve Charter accreditation as Key Actions.</p>		Completed
	<p>Certificate of Commitment signed 23/2/09.</p>		Completed
	<p>Established all-party Charter Implementation Group (CIG) to lead on the process of applying for the Charter. (Standards Committee 2/10/08, Minute 280). Minutes of CIG circulated to all Members.</p>		Completed
	<p>Opportunities to Learn and Develop booklets.</p> <p>Action: Member Development Statement and Policy to be drafted for submission to CIG.</p>		Completed

Key of Abbreviations

CIG	Charter Implementation Group
HICS	Head of Information and Customer Services
CSM	Committee Services Manager
CA	Committee Administrator





**EERA Charter for Elected Member Development
ACTION PLAN**

GUIDELINES	EVIDENCE / ACTION	BY WHEN/ BY WHOM	PROGRESS
1.2 Policy statement	<p>Evidence:</p> <p>Action:</p> <p>(1) Member Development Statement and Policy to be prepared.</p> <p>(2) Place agreed Statement and Policy in Members' lounge/office/library and include reference to this in the Opportunities to Learn and Develop booklets to ensure that the Policy is easily accessible to Members.</p>	<p>Sept 2009 HICS</p> <p>Sept 2009 HICS</p>	



EERA Charter for Elected Member Development
ACTION PLAN

GUIDELINES	EVIDENCE / ACTION	BY WHEN/ BY WHOM	PROGRESS
1.3 Equality of opportunity and access to learning and development	<p>Evidence: Courses run in the afternoon and repeated in the evening in response to request by Members. (Report to Standards Committee 2/4/09 – agreed Minute 82/09)</p> <p>Venues for training in Rayleigh and Rochford to assist access. (Report to Standards Committee 2/4/09 - agreed Minute 82/09)</p> <p>Course handouts sent to those Members unable to attend training.</p> <p>Specialist training for Review Committee Members has included role-playing and interactive sessions. 'Moots' or mock hearings have been organised for Licensing Committee Members. (Example course outlines)</p> <p>Any Member unable to attend a course run by District Council officers can contact the officer concerned to request a meeting or briefing on that topic of training. (CIG 7/5/09, Minute 5)</p> <p>Action:</p> <p>(1) Re-launch 'Modern Councillor' e-learning facility. Include in the training booklet details of how Members can access the 'Modern Councillor' facility and the on-line courses that are available.</p> <p>(2) The integration of training materials available on CD, i.e. Calderdale Chairmanship training and Scrutiny training, into the training programme.</p>	<p>Sept 2009 HICS</p> <p>Sept 2009 HICS</p>	<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Details of e-learning to be included in Members' Bulletin.</p> <p>Details of training materials available on CD to be included in the booklet for Phase 2 of the 2009/10 Learning & Development.</p>



**EERA Charter for Elected Member Development
ACTION PLAN**

GUIDELINES	EVIDENCE / ACTION	BY WHEN/ BY WHOM	PROGRESS
1.4 Budget	<p>Evidence: Budget of £20,000 allocated specifically for Member training (as part of the core Budget set at full Council on 27/1/09). (Report to Standards Committee 2/4/09 (5.1))</p> <p>The budget is monitored regularly. All budget demands for Member training are monitored by Head of Information and Customer Services (HICS).</p> <p>Additional funding from Improvement East for peer mentoring of Leader, Deputy Leader and two Executive Members.</p> <p>Taking advantage of the Improvement East 'Winter Menu of Support' funding to run Member Development modules in Part 2 of the Programme.</p> <p>Officer time in respect of those courses run by Rochford District Council officers is not re-charged to the Member Development budget.</p> <p>Action: None required.</p>		<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Noted</p>

EERA Charter for Elected Member Development ACTION PLAN

GUIDELINES	EVIDENCE / ACTION	BY WHEN/ BY WHOM	PROGRESS
1.5 Officer resource support	<p>Evidence: Head of Information and Customer Services (HICS) and Committee Administrator (CA) shown as contacts on page 14 of the Member Opportunities to Learn and Develop booklets.</p> <p>Job descriptions of HICS, Committee Services Manager (CSM) and CA contain responsibility for taking forward Member learning and development. (extracts from job descriptions)</p> <p>CSM shown on page 4 of the Divisional Plan as lead officer responsible for Member development. (extract from Divisional Plan)</p> <p>Action: None required.</p>		<p>Completed</p> <p>Completed</p> <p>Completed</p>

EERA Charter for Elected Member Development
ACTION PLAN

GUIDELINES	EVIDENCE / ACTION	BY WHEN/ BY WHOM	PROGRESS
1.6 Dissemination of learning	<p>Evidence: Peer mentoring facilitated by Improvement East and provided by IDeA for Leader, Deputy Leader and two Executive Members. (Report to Standards Committee 2/4/09 (2.4)). This mentoring is focussed and portfolio specific.</p> <p>Reports from outside body meetings – Member appointees are asked to report twice per year into the Members' Bulletin on the work of the body. (Letter to Appointees from the Committee Services Manager.)</p> <p>Relevant learning and development courses offered to the District's Parish/Town Councils. (Report to Standards Committee 2/4/09 (6.1))</p> <p>Action: CIG to consider possibilities, for instance, encouraging Councillors attending visits, such as Southampton Airport/recycling plants, to disseminate their learning via, say, written briefings in the Members' Bulletin.</p>	<p>Dec 2009 CIG</p>	<p>Completed</p> <p>Completed</p> <p>Completed</p>

EERA Charter for Elected Member Development ACTION PLAN

2. Strategic approach to member development

GUIDELINES	EVIDENCE / ACTION	BY WHEN/ BY WHOM	PROGRESS
2.1 Member led strategy	<p>Evidence: CIG established as a Sub-Committee of the Standards Committee comprising Leaders of both political groups, other elected Members and Independent Members of the Standards Committee (Standards Committee 2/10/08 Minute 280).</p> <p>Phase 1 of the 2009/10 learning and development programme agreed by CIG. (CIG 26/4/09, Minute 2)</p> <p>Phases 2 and 3 of the 2009/10 learning and development programme (to be held in Oct/Nov and Feb/Mar) to be developed in consultation with the CIG (Standards Committee 2/4/09, Minute 82).</p> <p>Summary of end of course evaluation forms from each phase of development maintained by the Committee Section. (Summary of Phase 1 2009/10)</p> <p>Action: Ensure that the Member Development Policy provides for Member involvement in monitoring and evaluation of training, including an evaluation by Members at the end of each phase, which is summarised and fed into the CIG and/or Standards Committee for review.</p>	<p style="text-align: center;">Sept 2009 HICS</p>	<p>Completed</p> <p>Completed</p> <p>Phase 2 of the programme to be developed in July/August 2009.</p> <p>Phase 3 of the programme to be developed in December 2009/January 2010.</p>

EERA Charter for Elected Member Development ACTION PLAN

GUIDELINES	EVIDENCE / ACTION	BY WHEN/ BY WHOM	PROGRESS
2.2 Linkage to council corporate plan	<p>Council's Senior Management Team provide input regarding the courses they wish to offer to Members to ensure that learning and development meets corporate objectives. (Procedure document – Member Learning & Development)</p> <p>Introduction of mandatory training for Development Control, Licensing and Appeals Committee Members to strengthen knowledge of relevant law and procedures. (Council 28/10/08 Minute 305) (Council 23/4/09 Minute 101)</p> <p>Action: (1) The Member Development Policy to make strong and clear links with the Council's objectives.</p> <p>(2) Opportunities to Learn and Develop booklet needs to state that the programme has been formulated to help the Council meet its corporate objectives and show linkages between courses and corporate objectives.</p>	<p>Sept 2009 HICS</p> <p>Sept 2009 HICS</p>	<p>Completed</p> <p>Completed</p>

EERA Charter for Elected Member Development ACTION PLAN

GUIDELINES	EVIDENCE / ACTION	BY WHEN/ BY WHOM	PROGRESS
2.3 Member roles clearly set out	<p>Evidence: Some Member role descriptions developed in 2006. (existing descriptions)</p> <p>The Council's Constitution contains Portfolio Holder responsibilities. (extract from Constitution)</p> <p>Each Committee has its own terms of reference. (sample Committee agenda and corresponding extract from Constitution)</p> <p>Action: (1) Review of Member role descriptions, the use of which would assist in planning Member development courses. Updated role descriptions to be bought before the CIG. (2) Training booklet to detail which particular Members each course is primarily aimed at (Standards Committee Minutes 2/4/09).</p>	<p>Feb 2010 HICS</p> <p>May 2009 HICS</p>	<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Commenced for Phase 1 training booklet. More detail to be included in future booklets.</p>



**EERA Charter for Elected Member Development
ACTION PLAN**

GUIDELINES	EVIDENCE / ACTION	BY WHEN/ BY WHOM	PROGRESS
<p>2.4 Process for identification of needs at individual and Council wide level</p>	<p>Evidence: Self-assessment questionnaires issued annually to each Member – 85% return rate for 2009/10. Training Programme agreed by CIG and/or Standards Committee, with formal half-yearly review. (Report to Standards Committee 2/10/09) Some training is identified as mandatory (Development Control Licensing/ Appeals) or necessary for the fulfilment of the Authority’s stated corporate objectives, or induction (when appropriate). (Opportunities to Learn and Develop booklet May 2009) End of event questionnaires issued and results noted and acted upon if necessary. (End of event questionnaire.)</p> <p>Self-assessment questionnaires asked Members to detail specific individual training requirements. These individual needs will be developed in consultation with the Charter Implementation Group (Self-assessment questionnaires). Tailored training is provided for Review and Audit Committee Members. (Opportunities to Learn and Develop booklet May 2009)</p> <p>Individual Members who wish to attend courses specific to their role can contact the HICS to see if this is possible within the budget. (CIG 7/5/09, Minute 5)</p> <p>Action: Through CIG look at individual Member training requests (detailed in self-assessment questionnaires) as part of the development of the February-March 2010 element of the Programme.</p>	<p>Dec 2009 CIG</p>	<p>Completed</p> <p>Completed</p> <p>On-going</p>



EERA Charter for Elected Member Development ACTION PLAN

GUIDELINES	EVIDENCE / ACTION	BY WHEN/ BY WHOM	PROGRESS
<p>2.5 Structured and timely approach to promoting development opportunities</p>	<p>Evidence: Indication of training session details provided to Standards Committee in April (Report to Standards Committee 2/4/09). Training split into 3 phases. Full course details for each phase of training contained in a booklet and sent to all Members at least 2 weeks prior to commencement of first course. (Opps to Learn and Develop booklet May 2009) Members' Bulletin sent weekly with reminder of training courses for forthcoming week. (Example of Member Bulletin, showing training course that week). Return booking form for training courses in each booklet, and returns monitored. (booking form). Letter reminder to those who have not returned the booking form. (example letter)</p> <p>Action:</p> <p>(1) Phone calls to those Members who have not returned booking form and a further copy sent/emailed if necessary. (2) Notices in Members lounge/office/library of forthcoming training. (3) Members/CIG to act as champions for promoting training opportunities. CIG to discuss taking this forward in September. (4) Plan of training dates made available at the beginning of each calendar year, particularly around mandatory training.</p>	<p>May 2009 CA Sep 2009 CIG Jan 2010 HICS</p> <p>Jan 2010 HICS</p>	<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p>



**EERA Charter for Elected Member Development
ACTION PLAN**

GUIDELINES	EVIDENCE / ACTION	BY WHEN/ BY WHOM	PROGRESS
<p>2.6 Appropriately learn with external partners</p>	<p>Evidence: Joint training opportunities with Basildon and Castle Point Councils have been undertaken in previous years. We continue to offer relevant courses to them. (example correspondence sent to Councils)</p> <p>Relevant courses offered to Parish/Town Councils. (example letter sent to Councils)</p> <p>Programmes using external (partner) support for developing Members included courses offered by Essex County Highways, Crown Prosecution Service, Environment Agency. (extracts from Learning & Development booklets)</p> <p>It is accepted that it will sometimes be advantageous to both officers and Members to be trained together in joint sessions (report to Standards Committee 2/4/09, item 8 (4.4)).</p> <p>Working with the IDeA on providing Member development modules under the Improvement East 'Winter Menu of Support'.</p> <p>Action: CIG to consider other opportunities.</p>	<p>Dec 2009 CIG</p>	<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p>



**EERA Charter for Elected Member Development
ACTION PLAN**

GUIDELINES	EVIDENCE / ACTION	BY WHEN/ BY WHOM	PROGRESS
2.7 Strategy for Induction	<p>Evidence: Induction strategy – new Members invited to meet Chief Executive and Corporate Directors. They each receive an induction pack, which includes training details, Member information guide, Council procedures and code of conduct. (Induction pack for new Members)</p> <p>Induction Programme for training (May-July) contains mandatory and corporate priority related training. (Opportunities to Learn and Develop booklet May 09)</p> <p>Mentoring of new Councillors carried out on a group basis. (CIG Minute 5/09)</p> <p>Action: None required.</p>		<p>Completed</p> <p>Completed</p> <p>Completed</p>

**EERA Charter for Elected Member Development
ACTION PLAN**

GUIDELINES	EVIDENCE / ACTION	BY WHEN/ BY WHOM	PROGRESS
2.8 Addresses political leadership and team development	<p>Evidence: Leader and former Deputy Leader attended the IDeA Leadership Academy. (Record of attendance)</p> <p>Joint SMT/Executive awaydays on key corporate priorities, e.g. Recycling/Budget. (Correspondence to Members)</p> <p>Peer mentoring by the IDeA for new Executive Members and the Leader and Deputy Leader. (Record of attendance)</p> <p>From 2009/10 Area Committee Chairmen meet with the Lead Officers to plan a consistent approach to these public meetings. (Meeting notes of informal meeting 15/6/09)</p> <p>Action: CIG to develop.</p>	<p>Dec 2009 CIG</p>	<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p>



EERA Charter for Elected Member Development ACTION PLAN

GUIDELINES	EVIDENCE / ACTION	BY WHEN/ BY WHOM	PROGRESS
2.9 Mechanisms for evaluation, and informing future plans, identified.	<p>Evidence: End of event questionnaires summarised and comments actioned as appropriate. Six-monthly report to Standards Committee on progress of training to date. (Report to Standards Committee 2/10/09 and Minute 280)</p> <p>Action:</p> <p>(1) Detailed approach to evaluation of training to be included in Member Development Policy</p> <p>(2) Design an additional evaluation form to be completed by Members attending courses at the conclusion of each phase of training to evaluate the benefits from the training.</p>	<p>Sept 2009 HICS</p> <p>Sept 2009 HICS</p>	<p>Completed</p> <p>To be introduced against Phase 2 of the Programme.</p>



EERA Charter for Elected Member Development ACTION PLAN

3. Member learning and development plan in place

GUIDELINES	EVIDENCE / ACTION	BY WHEN/ BY WHOM	PROGRESS
3.1 Addresses development priorities	<p>Evidence: Report to Standards Committee on 2/4/09 that the learning and development programme needs to be responsive to corporate priority needs of the Council. (Report to Standards Committee, Item 9 (A2))</p> <p>Mandatory training introduced for 2009/10 for Development Control, Licensing and Appeals Committee Members. (Council 28/10/08, Minute 305) (Council 23/4/09, Minute 101)</p> <p>Action</p> <p>(1) Member Development Policy needs to set this out clearly.</p> <p>(2) Opportunities to Learn and Develop booklet needs to state that the programme has been formulated to help the Council meet its corporate objectives and show linkages between courses and corporate objectives.</p>	<p>Sept 2009 HICS</p> <p>Sept 2009 HICS</p>	<p>Completed</p> <p>Completed</p> <p>To be incorporated in the Opportunities to Learn and Develop booklets for Phase 2 and Phase 3.</p>

EERA Charter for Elected Member Development
ACTION PLAN

GUIDELINES	EVIDENCE / ACTION	BY WHEN/ BY WHOM	PROGRESS
<p>3.2 Identify what development activities should achieve</p>	<p>Evidence: Specific training for Review Committee Members and Audit Committee Members for 2009/10. (Extract from Member Learning & Development booklet)</p> <p>Action:</p> <p>(1) Need to add stated purpose and objectives of courses in the training booklet.</p> <p>(2) Need to include more specific detail in course outlines in respect of who courses are aimed at primarily (Standards Committee Minutes 2/4/09).</p> <p style="text-align: center; font-size: 2em; opacity: 0.5;">Draft</p>	<p>May 2009 HICS</p> <p>May 2009 HICS</p>	<p>Completed</p> <p>Commenced - more detail to be included in Member Learning & Development booklets, Phases 2 and 3 of the programme 2009/10.</p> <p>Commenced - more detail to be included in Member Learning & Development booklets, Phases 2 and 3 of the programme 2009/10.</p>

**EERA Charter for Elected Member Development
ACTION PLAN**

GUIDELINES	EVIDENCE / ACTION	BY WHEN/ BY WHOM	PROGRESS
3.3 Sets out how, when, where and who is responsible	<p>Evidence: Standards Committee terms of reference state that the Standards Committee shall determine the annual Member Training Programme. (Paragraph 9.03 of Article 9 of the Council's Constitution)</p> <p>The proposed Member learning and development plan is contained within the report to Standards Committee in April each year. (Report to Standards Committee 2/4/09 and Minute 82)</p> <p>Job descriptions of HICS, CSM and CA contain responsibility for taking forward Member learning and development. (Job descriptions)</p> <p>Officer 'My Performance Reviews' (MPRs) identify targets relating to Member development flowing from the Council's Corporate Plan and Information and Customer Services Divisional Plan. (Recent officer MPRs)</p> <p>Action: None required.</p>		<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p>

EERA Charter for Elected Member Development
ACTION PLAN

GUIDELINES	EVIDENCE / ACTION	BY WHEN/ BY WHOM	PROGRESS
3.4 Takes account of access to development opportunities	<p>Evidence: Development opportunities are available in the afternoon and repeated in the evening to allow access by different groups, including those who work. (Extract from Members' Learning & Development booklet)</p> <p>Childcare allowance available for babysitting dependant children. Carer's allowance is also available. (Extract from Constitution – 6.1)</p> <p>On-line training available via the 'Modern Councillor'. (Letter to all Members)</p> <p>Handouts provided to Members unable to attend a session. (Example of letter sent)</p> <p>Buffet provided prior to each training session.</p> <p>Variety of learning styles employed by trainers, according to subject matter. (Example course outline)</p> <p>Any Member unable to attend a course run by District Council officers can contact the officer concerned to request a meeting or briefing on that topic of training. (CIG 7/5/09, Minute 5))</p>		<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p>

EERA Charter for Elected Member Development
ACTION PLAN

GUIDELINES	EVIDENCE / ACTION	BY WHEN/ BY WHOM	PROGRESS
	<p>Action:</p> <p>(1) Integrate use of Calderdale CDs in Chairmanship and Success with Scrutiny into the development programme.</p> <p>(2) Re-launch 'Modern Councillor' e-learning facility. Include in the training booklet details of how Members can access the 'Modern Councillor' facility and the on-line courses that are available.</p> <p>(3) Consider learning methods as part of the development of Phase 3 of the learning and development programme.</p>	<p>Sept 2009 HICS</p> <p>Sept 2009 HICS</p> <p>Dec 2009 HICS</p>	<p>Details of CDs to be included in Phase 2 2009/10 booklet.</p> <p>Details of e-learning to be included in Members' Bulletin.</p>

**EERA Charter for Elected Member Development
ACTION PLAN**

GUIDELINES	EVIDENCE / ACTION	BY WHEN/ BY WHOM	PROGRESS
3.5 Linkage between Individual plans and the council's corporate and other plans	<p>Evidence: Committee-specific training sessions for: Audit/Review/Development Control/Licensing/Appeals Committee Members that link learning to Members' role on that Committee. (Opportunities to Learn and Develop booklet May 09)</p> <p>Action:</p> <p>(1) Links between the Council's aims and objectives and specific development courses to be shown in the Learning and Development booklet.</p> <p>(2) Training needs analysis questionnaires pinpointing specific requests from individual Members to be reviewed by Charter Implementation Group as part of the development of phase 3 of the Programme.</p>	<p>Sept 2009 HICS</p> <p>Dec 2009 CIG</p>	<p>Completed</p> <p>This detail to be included in the Member Learning and Development booklets for Phases 2 and 3 of the programme 2009/10.</p>

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GUIDELINES	EVIDENCE / ACTION	BY WHEN/ BY WHOM	PROGRESS
3.6 Representative elected members consulted	<p>Evidence: CIG established with a membership as follows: Leader, Opposition Leader, District Council Members and Independent Members of the Standards Committee (Standards Committee 2/10/08, Minute 280)</p> <p>Members' Bulletin sent weekly to all Members, containing details of all the learning and development courses for the forthcoming week. (example of Members' Bulletin showing training for forthcoming week)</p> <p>Standards Committee oversees Member Development process. (Extract from Constitution – Article 9.03)</p> <p>Independent Members of the Standards Committee and Parish/Town Councillors are invited to Member learning and development events. (Attendance record)</p> <p>Action: None required.</p>		<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p>

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4. Learning and development is effective in building capacity

GUIDELINES	EVIDENCE / ACTION	BY WHEN/ BY WHOM	PROGRESS
4.1 Members learn and develop effectively	<p>Evidence: End of event questionnaires and yearly review of training opportunities. (Sample questionnaires and letter to Members)</p> <p>Mandatory Development Control Licensing Appeals training introduced to increase Members' knowledge and improve performance. (Council 28/10/08, Minute 305) (Council 23/4/09, Minute 101)</p> <p>Action: Design an additional evaluation form to be completed by Members attending courses at the conclusion of each phase of training to evaluate the benefits from the training.</p>	<p>Sept 2009 HICS</p>	<p>Completed</p> <p>Completed</p> <p>To be introduced against Phase 2 of the Programme.</p>

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GUIDELINES	EVIDENCE / ACTION	BY WHEN/ BY WHOM	PROGRESS
<p>4.2 Learning is shared with other elected members and where appropriate with officers and stakeholders.</p>	<p>Evidence: Reports from Members' involvement with Outside Bodies. (extract from Members' Bulletin)</p> <p>Handouts provided to those Members unable to attend a training session. (example letter sent to Members)</p> <p>Action: (1) Establish a file of training material to be placed in the Members' library/office. (Copies of handouts from previously run courses)</p> <p>(2) CIG to consider possibilities, for instance, encouraging Councillors attending visits, such as Southampton Airport/recycling plants, to disseminate their learning via, say, written briefings in the Members' Bulletin.</p>	<p>Sept 2009 CA</p> <p>Dec 2009 CIG</p>	<p>Completed</p> <p>Completed</p>

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GUIDELINES	EVIDENCE / ACTION	BY WHEN/ BY WHOM	PROGRESS
<p>4.3 Investment in learning and development is evaluated in terms of benefits and impact</p>	<p>Evidence: End of year review to Standards Committee. (Report to Standards Committee 2/4/09 and appendices 1-3)</p> <p>Action:</p> <p>(1) Evaluation strategy to be included in the Member Development Policy.</p> <p>(2) Evaluation process, linked to course objectives, to be introduced at the end of each of the 3 phases of Member Development. A form to be designed and sent to Members between the phases of the programme in respect of appropriate courses outlining the course objective and asking Members to evaluate how far they felt the course achieved its objective.</p>	<p>Sept 2009 HICS</p> <p>Sept 2009 HICS</p>	<p>Completed for 2008/09</p>



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GUIDELINES	EVIDENCE / ACTION	BY WHEN/ BY WHOM	PROGRESS
<p>4.4 Identifies (and implements) improvements to learning and development activities</p>	<p>Evidence: Minutes of Standards Committee meetings showing implementation of mandatory Development Control, Licensing and Appeals training for Committee Members. (Standards Committee 11/12/08, Minute 365 and Report item 9) (Standards Committee 2/4/09, Minute 82)</p> <p>Review Committee Minutes showing review of Area Committees, which resulted in Chairmanship training being organised to take place in first phase of training 2009/10. (Review Committee 7/4/09, Minute 84)</p> <p>More specific targeting of training to relate to specific Councillor roles, including training sessions specifically aimed at Audit Committee Members and Review Committee Members. (Report to Standards Committee 2/4/09, Item 8 (4.9))</p> <p>Action: CIG to look at individual training requests (detailed in self-assessment questionnaires) as part of the development of the February-March 2010 element of the Programme.</p>	<p>Dec 2009 CIG</p>	<p>Completed</p> <p>Completed</p> <p>Completed</p>

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5. Elected Member Development promotes work life balance and citizenship

GUIDELINES	EVIDENCE / ACTION	BY WHEN/ BY WHOM	PROGRESS
5.1 Assists those with family responsibilities.	<p>Evidence: Constitution showing childcare/carer allowances. (Extract from Constitution – 6.1)</p> <p>Independent Remuneration Panel meetings assess the support needed for Members on an annual basis. (Meeting record)</p> <p>Action: None required.</p>		<p>Completed</p> <p>Completed</p>

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GUIDELINES	EVIDENCE / ACTION	BY WHEN/ BY WHOM	PROGRESS
<p>5.2 Reviews how council business is conducted to allow for equality of access to key political decision making mechanisms</p>	<p>Evidence: Timetable report shows that meetings are not scheduled for Monday evenings as this is when most Town/Parish Councils hold meetings. (Report to Executive 15/4/09 Item 12 (3.8))</p> <p>Timetable allows flexibility for scheduling additional meetings rather than having them scheduled. (Report to Executive 15/4/09, Item 12 (3.1))</p> <p>Council meetings generally held in the evening.</p> <p>All Committee Agendas, Minutes and Reports available in large print, and in alternative languages/formats on request. (Example Agenda)</p> <p>Area Committees are held out in the community. (Report to Executive 15/4/09, Item 12 (3.2))</p> <p>Action: Investigate additional microphones and a hearing loop system for Area Committees.</p>	<p>Jun 2009 HICS</p>	<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed. Additional microphones and a hearing loop system organised for every Area Committee meeting.</p>

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GUIDELINES	EVIDENCE / ACTION	BY WHEN/ BY WHOM	PROGRESS
<p>5.3 Holds events for the community to encourage people to become community leaders.</p>	<p>Evidence: Area Committees provide an opportunity for Councillors to exercise their community leadership role. (Constitution – Article 10)</p> <p>Information/pen pictures on each Member on the Council's website. (Example of pen picture)</p> <p>Some Councillors have visited schools in the District to hear what young people had to say about local issues. (CIG 7/5/09, Minute 5)</p> <p>Council meeting accommodation made available for Youth Council meeting and events. (CIG 7/5/09, Minute 5)</p> <p>Action: Suggestions by CIG.</p> <p>Councillors may like to visit schools to give brief talks about the role of a Councillor.</p>	<p>Dec 2009 CIG</p>	<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p>