

North East Derbyshire District Council

Cabinet

13 March 2019

Member Development Strategy Review 2019

Report of Councillor R Smith, Portfolio Holder for Corporate Governance

This report is public

Purpose of the Report

- To inform Cabinet of the review of the Member Development Strategy for 2019-2023 and to seek approval for the revised Strategy.

1 Report Details

- 1.1 North East Derbyshire District Council recognises in principle the importance of Member Development and has achieved LGA Member Development Charter status in previous years. The Council's commitment to Member Development was reflected in the amendments made to the Constitution which require Members to undertake training in particular areas. The focus of the strategy has been to improve engagement with Member Development activities and promote greater participation.
- 1.2 The Governance Team have looked at the delivery and support of Member Development across other local authorities, regionally and nationally, and also carried out a self-assessment against the LGA Member Charter Criteria to identify ways in which the delivery of Member Development at the Council could be improved. Some amendments have been made to the Strategy as outlined below.
- 1.3 The NEDDC Member Development Strategy was last reviewed in 2016 and runs until 2019. The revised strategy (**Appendix 1**) is therefore proposed to run from 2019 but up to the end of the next four year Member term of office.
- 1.4 Although the Council is not seeking accreditation, the LGA Member Development Charter standard is used as recognised best practice. The criteria are considered to be substantially met and only four minor areas for improvement were identified. These have been incorporated into the revised Strategy and the accompanying Action Plan:
- **Leadership Development support** – encouraging new Cabinet Members to access Leadership training opportunities, either formal programmes such as LGA courses or local policy/strategy based sessions relevant to their portfolio.
 - **Better promotion of Learning and Development opportunities and resources to improve equality of access**
 - **Explore opportunities for sharing learning between councillors**, through a discussion board or narrative reports/case studies

- **Improving the Learning and Development programme**, possibly through ‘train the trainer’ session for SAMT and other staff delivering Member training internally.

1.5 The other main changes proposed to the Strategy are the implementation of the mandatory training provisions in the Constitution as agreed at Council in May 2018. These provisions are set out below:

Article 2 – Councillors

2.5 Responsibilities

[...]

Councillors must undertake all mandatory training as specified within the Member Development Strategy.

Article 6 – Scrutiny, Article 7 - Standards, Article 8 – Planning and Licensing Committees

Under each specific Committee the training provision states:

All Members *[and substitutes – Planning only]* will be required to undertake training.

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

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

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

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

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

2 Conclusions and Reasons for Recommendation

2.1 This report seeks the Working Group’s comments on the revised Member Development Strategy.

2.2 It is considered good practice to adopt a Member Development Strategy and keep it up-to-date. Whilst the Council is not formally seeking accreditation for the Member Development Charter, a ‘self-assessment’ was undertaken by the Governance Team

as a tool for ensuring best practice is implemented in so far as is possible, concluding that compliance with a substantial majority of the criteria could be demonstrated.

3 Consultation and Equality Impact

- 3.1 Members are consulted on the Member Role Profiles and the Strategy sets out the arrangements for Training Needs Surveys to be used in the production of Member Development Programmes.
- 3.2 An Equalities Impact Assessment was carried out when the Strategy was last reviewed, and the assessment has been refreshed, concluding that no negative equality impacts arise from the strategy. Member Development is considered to be a crucial element in providing a fair playing field for councillors from all backgrounds to participate in the Council's business and to develop in their roles.

4 Alternative Options and Reasons for Rejection

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

5 Implications

5.1 Finance and Risk Implications

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

5.2 Legal Implications including Data Protection

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

5.3 Human Resources Implications

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

6 Recommendations

- 6.1 That Cabinet approve the revised Member Development Strategy for 2019-2023

7 Decision Information

<p>Is the decision a Key Decision? A Key Decision is an executive decision which has a significant impact on two or more District wards or which results in income or expenditure to the Council above the following thresholds: <i>BDC: Revenue - £75,000</i> <input type="checkbox"/> <i>Capital - £150,000</i> <input type="checkbox"/> <i>NEDDC: Revenue - £100,000</i> <input type="checkbox"/> <i>Capital - £250,000</i> <input type="checkbox"/> <input checked="" type="checkbox"/> <i>Please indicate which threshold applies</i></p>	No
<p>Is the decision subject to Call-In? (Only Key Decisions are subject to Call-In)</p>	No
<p>Has the relevant Portfolio Holder been informed</p>	Yes.
<p>District Wards Affected</p>	None – directly
<p>Links to Corporate Plan priorities or Policy Framework</p>	Demonstrating Good Governance

8 Document Information

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

2019-2023



We speak your language

Polish

Mówimy Twoim językiem

French

Nous parlons votre langue

Spanish

Hablamos su idioma

Slovak

Rozprávame Vaším jazykom

Chinese

我们会说你的语言

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CONTROL SHEET FOR MEMBER DEVELOPMENT STRATEGY

Strategy Details	Comments / Confirmation (To be updated as the document progresses)
Strategy title	Member Development Strategy
Current status – i.e. first draft, version 2 or final version	FFirst Draft Review
Strategy author (post title only)	Senior Governance Officer
Location of strategy (whilst in development) i.e. L-drive, shared Drive	YS Drive
Relevant Cabinet Member (if applicable)	Cabinet Member with responsibility for Corporate Governance
Risk Assessment completed (if applicable)	N/A
Equality Impact Assessment approval date	1TBC
Partnership involvement (if applicable)	N/A
Final strategy approval route i.e. Cabinet/ Council	Cabinet
Date strategy approved	9
Date strategy forwarded to Improvement (to include on Intranet and Internet if applicable to the public)	

1. Introduction

North East Derbyshire District Council is committed to serving the local community and providing them with the best possible services and creating a more vibrant and sustainable North East Derbyshire District. To do this, elected Members need to have the necessary skills and knowledge to carry out their role in delivering this ambition.

The Council has made an on-going commitment to a Member Development Programme and in May 2018, the requirement for Members to undertake training in key areas was added to the Constitution. The Council recognises that all Members have existing knowledge, skills and experiences that assist them in carrying out their role as Councillors. Member Development seeks to support Members in expanding and updating their knowledge and skills, as well as learning new skills and sharing their knowledge and experiences with other Members.

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

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

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

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

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

2. The Council's Vision and Aims

The Council's vision is that North East Derbyshire will be a place that is clean and attractive, a place where people are proud to live and work, where they will prosper and are safe, happy and healthy.

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

- Unlocking our Growth Potential
- Providing our Customers with Excellent Service
- Supporting our Communities to be Healthier, Safer, Cleaner and Greener
- Transforming our Organisation

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

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

3. Aims and Objectives of the Strategy

The aim of the Strategy is to ensure that:

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

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

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

4. Role of Elected Members

The Member's role includes:

- *Representing the ward*

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

- *Decision-making*

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

- Full Council
- Cabinet (Cabinet Members only)
- Regulatory committees such as planning or licensing
- Local voluntary organisation management

- Sitting on boards and other groups as appointed to outside bodies
- Being employers of staff on appointments panels and disciplinary or grievance appeals.

- *Policy and strategy development and review*

Members influence and determine the development and review of the Council's policies and strategies. They also monitor the Council's performance. They contribute to this through their:

- Role in Overview and Scrutiny
- Involvement in advisory groups and partnerships
- Interaction with Cabinet Members
- Role as a representative on local community groups
- Case work
- Membership of a political group.

- *Overview and Scrutiny*

The Overview and Scrutiny role of Members includes:

- Monitoring and reviewing policy formulation and implementation
- Policy development
- Quality review
- Scrutiny of external bodies and agencies
- Providing a check on the activities of the Cabinet through call-in powers

- *Regulatory Duties*

Local authorities also act as regulators within certain functions and Members may be appointed to special committees that carry out these functions, such as standards, planning and licensing committees. In these roles, members are required to act independently and are not subject to the party group whip.

- *Community Leadership and Engagement*

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

Role Profiles

Role Profiles for different positions that are held by Members of the Council are agreed by Cabinet and are available for Members to refer to on the Members' Extranet. The Role Profiles are reviewed at the same time as the Member Development Strategy.

5. Identifying Members' Development Needs and Priorities

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

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

The Role Profiles adopted by Cabinet list the core skills that are relevant for each of the positions, identified from the core skills contained in the Local Government Association's Political Skills Framework. These core skills include:

- Local Leadership
- Partnership Working
- Communication Skills
- Political Understanding
- Scrutiny and Challenge
- Regulatory and Monitoring

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

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

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

6. Developing a Member Development Programme

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

Member development activities will comprise the following areas:

Pre-induction

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

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

Induction

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

A tour of the District is also organised to enable all Members to see a number of development/ regeneration sites within the District.

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

Two Year Development Programme

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

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

The Member Development Programme includes:

- Member Involvement Half Days – half day opportunities for Members which provide opportunities for discussions on legislative or policy developments, service briefings, or other knowledge sharing opportunities. Presentations can be given by Members, Officers or external providers.
- Briefings and other development activities in response to local, regional or national developments
- External local or regional events
- Access to online learning

Mandatory Training

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

- Ethical Standards and Code of Conduct
- Safeguarding
- Equalities and Diversity

- Data Protection and Freedom of Information

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

Committee specific training

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

- Planning
- Licensing
- Audit and Corporate Governance
- Standards
- Scrutiny

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

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

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

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

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

Leadership Development

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

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

Member-specific Training Needs

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

7. Delivering the Member Development Programme

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

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

Timing of in-house sessions

Meeting arrangements are flexible in order to provide sessions in the morning, afternoon or early evening to accommodate the needs of Members. Member Involvement Half Day events have alternated between mornings and afternoons and are included in the annual Timetable of Meetings in order to give as much notice to Members as possible. The scheduling of these meetings is reviewed each year.

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

Access to information and resources

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

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

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

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

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

Working in partnership

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

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

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

External courses

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

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

Continuous improvement

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

8. Evaluation of Member Development

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

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

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

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

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

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

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

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

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

9. Monitoring the delivery of the Strategy

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

The Member Development Working Group is chaired by the Cabinet Member with responsibility for Human Resources, Training and Member Development and includes representatives of the Planning, Licensing and Scrutiny Committees.

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

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

10. Resources

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

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

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

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

11. Action Plan

Set out below is an Action Plan for how the objectives of the Strategy will be implemented.

STRATEGY ACTION PLAN

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

Action	Lead Officer(s)	Target Date	Expected Outcome	Resources	Progress Update	Actual Outturn
Objective: Linking Member learning and development with the Council's corporate priorities						
Include sessions in the Member Development Programme related to the delivery of the Corporate Plan Priorities	Senior Governance Officer/SAMT	On-going	Member Development Programme for 2017-2019	Officer time		
Indicate the links to the Corporate Plan priorities on the agendas and invitations for member development sessions	Senior Governance Officer	On-going	Agendas/meeting invitations with links to Corporate Plan priorities	Officer time		
Explore creation of a discussion board for Members to discuss recent training, share ideas and experience and other best practice examples	Senior Governance Officer	May 2020	Report to MDWG on feasibility Delivery of the board with Members engaging/using it	Officer time Potential cost for software/licence		
Consider 'Train the trainer' session to support internal delivery of Member training	Senior Governance Officer	May 2020	Delivery of the session Improvement in feedback	£1000 estimate		
Objective: Delivering learning and development in innovative ways to make the best use of resources available to the Council						
Implement the Member Development Programme 2015-2017	Senior Governance Officer	Completed by April 2017	Member Development Programme of events delivered	Member Development Budget/ Officer time		

Action	Lead Officer(s)	Target Date	Expected Outcome	Resources	Progress Update	Actual Outturn
Promote the use of the LGA E-learning modules	Senior Governance Officer	Periodically	Members using the e-learning modules	None		
Objective: Enabling Members to support community initiatives and act as advocates as appropriate						
Prepare local democracy events in consultation with Member Development Working Group and SAMT	Senior Governance Officer	Annually	Events scheduled and delivered	Member Development Budget/ Officer time		
Include effective ward councillor events in programme	Senior Governance Officer	March 2019	Events scheduled and delivered	Officer time		
Objective: Ensuring equality of access to member development opportunities, meetings and resources						
Review timing of MI half days	Senior Governance Officer	Annually in January	Report to Member Development Working Group on the proposed calendar of meetings	Officer time		
Include MI half days in calendar of meetings	Governance Manager	Annually in January	Published calendar of meetings	Officer time		
Review meeting timetable	Governance Manager	Annually in January	Published calendar of meetings	Officer time		

Action	Lead Officer(s)	Target Date	Expected Outcome	Resources	Progress Update	Actual Outturn
Monitor attendance at member development events at different times	Senior Governance Officer	Half Yearly from Dec 2019 onwards	Reports to Member Development Working Group	Officer time		
Maintain the Database of Member Development information on the Members' Extranet and MOD.GOV	Senior Governance Officer	Sept 2016	Easier to access information	Officer time		
Produce a Member Development Newsletter with details of upcoming local events and highlight online training	Senior Governance Officer	Monthly from May 2019	Production of the newsletter Greater awareness of learning and development opportunities and greater participation	Officer time		
Place a noticeboard in the Members Room to promote learning and development opportunities	Senior Governance Officer	Mar 2019	Noticeboard in place and used by Members	Very limited		
Objective: Evaluating member development to ensure priority needs are being met, value for money is achieved and the performance of the Council is improved.						
Issue evaluation forms and produce evaluation reports	Senior Governance Officer and Improvement Officer	On-going	Evaluation reports produced Improvements in delivery of programme achieved	Officer Time		

Action	Lead Officer(s)	Target Date	Expected Outcome	Resources	Progress Update	Actual Outturn
Review opportunities for Member Development training within the region	Senior Governance Officer	On-going	Report to Member Development Working Group/ subscription cancelled or renewed	Member Development Budget/ Officer time		
Produce Member Development Annual Report	Senior Governance Officer	Annually	Report to Member Development Working Group and Cabinet	Officer time		