

PUBLIC

AGENDA ITEM NO 7(f)

DERBYSHIRE COUNTY COUNCIL

CABINET

24 March 2015

**Report of the Strategic Director of Corporate Resources
and the Director of HR**

**REVIEW OF THE ACTIVITY OF THE
MEMBER DEVELOPMENT WORKING GROUP
(Council Services)**

1. Purpose of the Report

This report summarises the work of the Member Development Working Group (MDWG) and recommends the adoption of the Councillor Development Charter as the benchmark against which further developments are structured and reviewed.

2. Information and Analysis

Member Development Working Group

The MDWG was established as part of a report agreed by Cabinet at its meeting on 16 March 2010.

The MDWG has played a pivotal role in the development and delivery of an effective Elected Member Development programme. This has resulted in a more cohesive approach to Member development with a structured programme now incorporated into the Council Diary. The Group considers all proposals for development events ensuring that these are relevant to Members' needs and are prioritised appropriately.

The delivery of the new Elected Member Induction Programme and evaluating its effectiveness has been a key responsibility for the Group. The evaluation survey developed in 2013 by the MDWG has informed the development

programme for Elected Members and will ensure the findings are reflected in the development of the induction programme in 2017 for the next Council elections.

The MDWG continues to ensure that Member development days are planned as part of a programme. The Group has overseen the delivery of the following internal events:

- Community Leadership & Community Budgeting (Feb 2014)
- Climate Change and Sustainability (March 2014)
- Chairing Skills for Local Area Committees (May 2014)
- Championing the Public's Health (September 2014)
- Radicalisation: Halt the Hate (October 2014)
- Anti-Social Behaviour Tools & Powers (November 2014)
- Child Sexual Exploitation (November 2014)
- Safeguarding Awareness (December 2014)
- Strategic Planning and Regeneration (January 2015)

The feedback from these events has been positive but the Group has noted the levels of attendance in some cases has been below expectation. An element of the MDWG work programme for 2015/16 will be to consider proposals to further improve attendance at future development/briefing sessions.

The MDWG has agreed the dates for Member development events up to April 2016 and these have once again been incorporated into the Council Diary. The Group will continue to consider proposals for inclusion in this schedule, recommending amendments as required to ensure events effectively address Member needs.

The Group continues to monitor the use of the Member Development budget to support internal events like those highlighted earlier in the report as well as having a ring-fenced funds allocated to each political group to meet either group or individual Member development need that are not met as part of the internal briefing events. The 2014/15 budget will carry an underspend for the second consecutive year, consequently the Group wish to encourage the use of these funds for the 2015/16 financial year.

Central to the work of the Group is the evaluation of all internal Member development events with the findings being considered by the Group. Feedback is utilised by the Group to inform the improvement of individual events and the programme as a whole.

Evaluation of the Member development programme has indicated a number of areas for improvement and these will inform the work of the Group in 2015.

Key issues for the MDWG in 2015 include:

- ensure the Member development programme reflects the requirements of the Combined Authority
- overseeing the achievement of Councillor Development Charter status
- improving attendance on development events
- investigating whether attendance on certain events should be 'mandatory'
- developing approaches for sharing information from events with those unable to attend
- widening the scope of evaluation to external events
- developing 2017 Induction programme
- consider and implement training needs analysis processes for Member development
- investigate the use of e-learning for Member development

Councillor Development Charter

The MDWG has considered the Councillor Development Charter and the benefits that this could bring to the Council. The work of the Group in the promotion and continued improvement of effective Member development will be enhanced by adopting the Charter.

The Councillor Development Charter promotes best practice in Member development by providing a focus and external benchmark against which the Council can measure its performance and identify areas for improvement. The Charter (see **APPENDIX 1**) involves an accreditation process set against standards which have been developed in conjunction with the LGA and other regions around the Country. The Charter takes into account and complements the Investors in People Quality Standard in the Council.

The Charter is designed to:

- Encourage councils to develop an effective strategy or approach to Elected Member development
- Recognise those councils that have developed an effective approach
- Encourage councils to continue that development and share their experiences and learning.

Ultimately the Charter provides a framework to ensure that Members can develop the knowledge, skills and attributes to effectively fulfil their roles not just now but in the future in line with the Council's corporate objectives.

Benefits of the Charter:

The Council will be building Elected Member capacity in-line with what is recognised as good practice. This not only benefits Members individually, it will mean that Elected Members are better placed to demonstrate leadership within their local communities. It also can show people external to the Council that Derbyshire is committed to Member development, including attracting new Councillors. Many authorities in the East Midlands have also signed up to the Charter and this provides potential to share learning, expertise and experience.

There would be several benefits to Members and the Council:

- The Charter would provide a framework and focus for Member learning and development and give it added drive and impetus.
- The Charter approach would facilitate and support moves by the Council to strengthen its political, managerial and community leadership.
- Members would benefit individually by improving their understanding of their strategic and local responsibilities.
- The Council would benefit from the links between Member development, Members' roles and the Council's key pledges, and
- Charter accreditation would provide additional evidence that the Council is growing its capacity at Member level.

Achieving the Charter:

There are four essential criteria to achieving the Charter:

1. There is a clear commitment to Member development
2. The Council has a strategic approach to Member development
3. Learning and development is effective in building capacity
4. The Council's processes support Members in their role as leaders of their local communities.

Within each of these there are a number elements and requirements to demonstrate that the criteria are being met. Throughout the emphasis is on ensuring that all Members are appropriately developed and supported so that they can demonstrate effective community leadership in their roles. There is a

specific requirement for an effective Member Development Strategy to be developed and implemented (See **APPENDIX 2**).

At the point of re-assessment the Council could elect to be assessed against the Charter Plus award which will provide further stretch through more rigorous evidence requirements.

The stages associated with accreditation against the Councillor Development Charter can be found at **APPENDIX 3**.

3. Financial Considerations

External assessment against the Councillor Development Charter will incur expenditure of £999 plus VAT and associated travel costs (only payable on achievement of award). In addition, as a condition of the Charter, the Council must identify and train two internal assessors (one Elected Member and one officer) at an estimated cost of £125 per person.

The cost of assessment will be met from the Member Development budget and the cost for the training of internal assessors will be met by the relevant officer and Member training budgets.

4. Other Considerations

In preparing this report the relevance of the following factors has been considered – Legal & Human Rights, Human Resources, equality and diversity, health, environmental, transport, property and prevention of crime and disorder considerations.

5. Key Decision

No

6. Is it necessary to waive the call-in period?

No

7. Officers' Recommendations

That Cabinet:

- notes the achievements of the Member Development Working Group
- considers whether the Council should adopt the Councillor Development Charter and the stages leading to accreditation (***APPENDICES 1 AND 3***)
- considers the implementation of the draft Elected Member Development Strategy (***APPENDIX 2***)

**JUDITH GREENHALGH
STRATEGIC DIRECTOR OF
CORPORATE RESOURCES**

**TONI COMPAI
DIRECTOR OF HR**

Councillor Development Charter

December 2013



THE COUNCILLOR DEVELOPMENT CHARTER & CHARTER PLUS

The challenge facing councillors

There are many challenges facing local government in *Rewriting Public Services*¹ the LGA sets these out as -

- Rejuvenating local democracy so that public services can help communities to meet people's future needs and aspirations, and rebuilding democratic participation
- Adult social care and health and the need for local government to have a universal offer for all citizens, including families, neighbours and friends who are informal carers
- Children's services and the need to enable a better connection between schools and other education providers and the needs of local employers and place-based public service budgets approach to boost early intervention and prevention
- Financial sustainability providing a new financial model that would give people a meaningful say over local taxation, spending and borrowing
- Economic growth is the great political and social problem. Young people need jobs, businesses need customers, high streets need hope.

Councillors have a key role in meeting these challenges both as the strategic leaders of the council as an organisation and also in providing leadership to their local communities and places. Meeting these challenges at the local level will require councillors to transform both their organisations and change the way they relate to their communities and places both individually and collectively. Yet if councillors are to play their part they need to be effective in their roles. The council's processes supporting them also need to be appropriate and relevant to their needs.

The importance of councillor development

It is unlikely that any individual will become a councillor (or cabinet member) already having all the skills, knowledge and understanding they need to be effective in that role. They will need some training and development not only to acquire those abilities but to keep them current and relevant to the changing environment and context.

The House of Commons committee report *Councillors on the Frontline*² also highlights the importance of training and development not only to support councillors but also, by demonstrating that support is available, to encourage others to come forward to stand for election. The report also highlighted the importance of developing the "soft skills" councillors need (e.g. communication and influencing skills) as well as providing effective induction programmes for newly elected councillors.

¹ *Rewriting Public Services* campaign was launched by the LGA at its conference in July 2013. For more information go to the LGA website: <http://www.local.gov.uk/campaigns/>

² *Councillors on the Frontline* report published by the Communities and Local Government Committee of the House of Commons in Dec 2012. For more details go to: <http://www.publications.parliament.uk/pa/cm201213/cmselect/cmlgov/432/43202.htm>

The Councillor Development Charter

The Councillor Development Charter and Charter Plus exist to

- Encourage councils to develop an effective strategy or approach to councillor development
- Recognise those councils that have developed an effective approach
- Encourage councils to continue that development and share their experiences and learning.

As a first step councils are asked to commit to the Charter - to make a commitment to develop the necessary strategy and processes to support effective councillor development. Once achieved the Charter is held for three years during which time the Council can use the charter symbol. At the end of this period there is a reassessment to ensure the council is still at least meeting the Charter requirements. At this point, if the council decides it has made sufficient progress, it could opt to be assessed for the Charter Plus award.

There are four essential criteria to achieving the Charter:

1. There is a clear commitment to councillor development
2. The Council has a strategic approach to councillor development
3. Learning and development is effective in building capacity
4. The council's processes support councillors in their role as leaders of their local communities.

Within each of these there are a number elements and requirements to demonstrate that the criteria are being met. These do not dictate what should be in the strategy, the nature of the content or the delivery mechanisms that should be used. The emphasis is on ensuring that all councillors are appropriately developed and supported so that they can be effective in their roles.

Foreword

The East Midlands Regional Councillor Development Charter

The East Midlands Regional Councillor Development Charter has been developed with the help and support of other regions in the country and the LGA.

What is it and why do we need it?

Local authorities in the region who are dedicated to meeting the needs of their communities must also be committed to developing their councillors to enable them to effectively engage in the modernisation of local government. The evolving local government agenda has placed an increasing emphasis on an authority's need to rethink their approach to councillor learning and development and ongoing support to the councillor role.

As a consequence, many local authorities have gone a long way in developing councillor Learning and Development Strategies, Policies and Programmes. The approach, levels of commitment and progress, however, varies considerably across the region.

The East Midlands Charter has been based on a national template, but written to reflect the culture of the region. It sets out a clear process for accreditation and a framework of standards of good practice for all councils to aspire to and achieve. The achievement of the standards will be recognised by an accreditation process and public acknowledgment of the success of the authority will be demonstrated at an annual celebration event.

The purpose of the Charter is, therefore, a vehicle to improve the corporate performance of local authorities, through the development of its councillors.



Cllr Jon Collins
Chair, EMC



Samantha Maher
Director, HR & Cllr Development, EMC

The East Midlands Regional Councillor Development Charter

The Regional Charter for Councillor Development aims to promote best practice in councillor development. The Charter has an accreditation process set against standards, which have been developed in conjunction with the LGA and other regions around the country.

The Charter for Councillor Development Standards has taken into account the Investors in People National Quality Standard.

There are six key stages in the East Midlands Regional Councillor Development Charter.

Guidance: Process for Accreditation against the Charter Standards

Stage 1: Signing up to the Charter

Local authorities that want to participate are required to sign up to the charter to demonstrate their commitment to achieving the charter standards and improving council performance, through the development of their councillors.

Stage 2: Action Plan

It is recognised that each council will have a variety of learning and development processes already in place for councillors. There is an opportunity at this stage to assess the existing situation against the standards and develop an Action Plan that enables the council to work towards achieving accreditation. Each council will be expected to set target dates for achieving the standards.

Stage 3: Evidence Collection

Councils will be expected to compile a portfolio of evidence to demonstrate their compliance to the standards.

Stage 4: Assessment

When a council considers that it has everything in place to demonstrate that it meets the standards, an on-site assessment will take place by a trained councillor peer and officer from the region. The team will assess the evidence in the portfolio against the standards and conduct a small number of interviews with councillors and officers.

Stage 5: Awarding the Charter

When the council has been assessed and achieved the standards, they will be awarded the Charter. An annual celebration event will be held where all those councils who have achieved the standards will be invited to receive their Charter.

Stage 6: Re-assessment

Councils are expected to maintain good practice and demonstrate improvements since achieving the Charter. A re-assessment will therefore take place within a minimum of 3 years.

Regional Councillor Development Charter

Statement of Commitment: *Charter*

On behalf of council we agree to:

- Commence work today towards the achievement of the Regional Councillor Development Charter.
- Make a public announcement in the council of our intention to achieve the Charter.
- Obtain full council agreement.
- Identify a councillor and an officer who will have responsibility for ensuring that the work progresses.
- Put forward a councillor and an officer to train as assessors to support the council in working towards accreditation/request external support from the region to enable the council to work towards accreditation.
- Produce an Action Plan detailing how the council will work towards achieving accreditation.
- Ensure the involvement of all councillors in our work towards accreditation.

Councillor:

Position:

Officer:

Position:

Date:

THE COUNCILLOR DEVELOPMENT CHARTER & CHARTER PLUS

Guidance: Requirements and Examples of Evidence

There are four essential criteria to achieving the Charter:

1. There is a clear commitment to councillor development
2. The Council has a strategic approach to councillor development
3. Learning and development is effective in building capacity.
4. The council's processes support councillors in their role as leaders of their local communities.

Within each of these there are a number elements and requirements to demonstrate that the criteria are being met. These do not dictate what should be in the strategy, the nature of the content or the delivery mechanisms that should be used. The emphasis is on ensuring that all councillors are appropriately developed and supported so that they can be effective in their roles

The following lists are intended to indicate the sorts of evidence that can be used to show that the council's approach to councillor development meets the Charter criteria. Note that:

- There is no need to show all the evidence listed
- This does not preclude the use of other evidence that may not be listed
- Some are likely to be stronger indicators than others
- Some pieces of evidence may be applicable to more than one criteria elements.



Councillor Development Charter & Charter Plus: Examples of Evidence

Criterion 1: There is a clear commitment from council for development			
Elements	Requirements for Charter	Requirements for Charter Plus	Examples of Evidence
1.1. Political and managerial leadership is committed to the development of councillors and have strategies in place to improve councillor and council performance.	<ul style="list-style-type: none"> • Clear commitment from the top political and managerial leadership • Established all party training and development task group that meets regularly • There is a clear strategy which is embedded into practice • Named councillor(s) and officer(s) responsible for councillor development 	<p>Clear commitment from the top political and managerial leadership</p> <p>Established all party training and development task group that meets regularly</p> <p>There is a clear strategy which is embedded into practice</p> <p>Named councillor(s) and officer(s) responsible for councillor development</p>	<ul style="list-style-type: none"> • Signed commitment to achieving the Charter • Councillors are included in the IP Award questioning process • Strategies are in place to support councillor development • A cross party Learning and Development Reference Group • Intranet / Internet access • Political and managerial leadership can describe strategies to develop councillors. • Confirmation and examples from councillors that political and managerial leaders are committed to their development • Existence of a Councillor Development Policy. • Cross party Reference Group remit • Reference Group minutes of meetings showing active involvement of councillors in the learning and development process.



1.4	<p>Officer/ s of the council have responsibility for co-ordinating councillor development</p>	<ul style="list-style-type: none"> • Appropriate and adequate staffing resources are in place to support councillor development 	<p>Meeting minutes and support materials detailing the following:</p> <ul style="list-style-type: none"> • Officer's job description. • Named officer/s in Councillors' Handbook or other information source that is distributed to councillors and officers. • Councillors are able to name the officer who supports their learning and development. • Those responsible for planning learning and development activities for councillors are able to demonstrate their understanding of learning and development in a political context. • Cross party Reference Group remit. • Reference Group minutes of meetings showing active involvement of councillors in the learning and development process.
-----	---	--	--



Criterion 2: The Council has a strategic approach to councillor development			
	Elements	Requirements for Charter	Requirements for Charter Plus
2.1	There is a written and up to date councillor learning and development strategy and Councillor led strategy for councillor induction and development and representative councillors are involved in its formulation, implementation, monitoring and evaluation (possibly through an established all party task group or other all party committee)	<ul style="list-style-type: none">Decisions about member development are taken by some form of formally constituted body of councillorsStrategy identifies priority development needs and makes stated and clear links with council's aims and objectivesClear induction process and training programme for all new councillors	<p>There is a written and up to date councillor learning and development strategy and Councillor led strategy for councillor induction and development and representative councillors are involved in its formulation, implementation, monitoring and evaluation (possibly through an established all party task group or other all party committee)</p>
			<ul style="list-style-type: none">Written strategyMinutes of meetings showing monitoring and evaluation of the strategy.Councillor Reference Group can describe their involvement in formulating the strategy.Overview and Scrutiny Review of the effectiveness of the strategy.Those involved in formulating the strategy can demonstrate how it links to the corporate objectives and the rationale behind stated priorities.Cross party Reference Group remitReference Group minutes of meetings showing active involvement of councillors in the learning and development process.
2.2	The council has a structured process for regularly assessing councillors' individual learning and development needs based on focused objectives.	<ul style="list-style-type: none">A process exists to identify individual development needs in the form of a Training Needs Analysis (TNA) or Personal Development Plans (PDPs) and is working effectively	<p>There is a structured process for regularly assessing councillors' individual learning and development needs based on focused objectives.</p>
			<ul style="list-style-type: none">Councillor role descriptionsImplementation of the political skills frameworkExtracts from the constitution outlining councillor roles and responsibilities.Councillors can describe how they contribute to the work of the council and their local community.



2.3	The various councillor roles are clearly defined and outline how they contribute to the achievement of community, political and council objectives.	<ul style="list-style-type: none"> Councillors demonstrate an understanding of the skills and knowledge required in their ward and council wide roles Councillor role descriptions exist and are maintained for all key roles including ward councillor Councillors are clear about what the council is trying to achieve and the part they play in this as councillors 	<p>There is a system in place to identify individual needs. Learning Styles Analysis, Personal Development Plans, 360 Degree Appraisals, Training Needs Analysis Proforma.</p> <p>Councillors are able to describe how learning and development activities have helped them to carry out their role and contribute to the achievement of the councils objectives.</p> <p>Individual Learning and Development Plans link with function and corporate objectives.</p>
2.4.	The council has a structured process for assessing current and future leadership and Executive Team development needs	<ul style="list-style-type: none"> Published process to assess current and future needs Joint regular events/development plan that support the top political and management teams in learning about each other and working effectively together 	<p>For political and senior management staff, the council has a structured process to assess current and future leadership and development needs.</p> <p>The political leadership can describe actions taken to develop political leadership capacity</p> <p>The political and managerial leadership can give examples of how they work together as a team</p> <ul style="list-style-type: none"> Process in place to assess needs. Learning and Development Plans. 360 Degree Leadership Audits. Political leadership development programme. Events that support team building. Joint events for executive and senior management Succession planning. Community Leadership development courses. The political leadership can describe actions taken to develop political leadership capacity The political and managerial leadership can give examples of how they work together as a team



<p>2.5</p> <p>There is a Corporate Councillor Learning and Development Plan prioritising activities which brings together all learning and development plans – individuals, committees, political leadership and teams. This plan is able to prioritise activities according to resources and links the development of councillors with the Council's aims and objectives</p>	<ul style="list-style-type: none"> Corporate councillor Learning and Development Plan links to council's aims & objectives and the development of Councillors 	<ul style="list-style-type: none"> Corporate councillor Learning and Development Plan. Prioritisation document Councillor Reference Group are able to explain how activities are prioritised.
---	--	--



1
 2
 3
 4
 5
 6
 7
 8
 9
 10
 11
 12
 13
 14
 15
 16
 17
 18
 19
 20
 21
 22
 23
 24
 25
 26
 27
 28
 29
 30
 31
 32
 33
 34
 35
 36
 37
 38
 39
 40
 41
 42
 43
 44
 45
 46
 47
 48
 49
 50
 51
 52
 53
 54
 55
 56
 57
 58
 59
 60
 61
 62
 63
 64
 65
 66
 67
 68
 69
 70
 71
 72
 73
 74
 75
 76
 77
 78
 79
 80
 81
 82
 83
 84
 85
 86
 87
 88
 89
 90
 91
 92
 93
 94
 95
 96
 97
 98
 99
 100
 101
 102
 103
 104
 105
 106
 107
 108
 109
 110
 111
 112
 113
 114
 115
 116
 117
 118
 119
 120
 121
 122
 123
 124
 125
 126
 127
 128
 129
 130
 131
 132
 133
 134
 135
 136
 137
 138
 139
 140
 141
 142
 143
 144
 145
 146
 147
 148
 149
 150
 151
 152
 153
 154
 155
 156
 157
 158
 159
 160
 161
 162
 163
 164
 165
 166
 167
 168
 169
 170
 171
 172
 173
 174
 175
 176
 177
 178
 179
 180
 181
 182
 183
 184
 185
 186
 187
 188
 189
 190
 191
 192
 193
 194
 195
 196
 197
 198
 199
 200
 201
 202
 203
 204
 205
 206
 207
 208
 209
 210
 211
 212
 213
 214
 215
 216
 217
 218
 219
 220
 221
 222
 223
 224
 225
 226
 227
 228
 229
 230
 231
 232
 233
 234
 235
 236
 237
 238
 239
 240
 241
 242
 243
 244
 245
 246
 247
 248
 249
 250
 251
 252
 253
 254
 255
 256
 257
 258
 259
 260
 261
 262
 263
 264
 265
 266
 267
 268
 269
 270
 271
 272
 273
 274
 275
 276
 277
 278
 279
 280
 281
 282
 283
 284
 285
 286
 287
 288
 289
 290
 291
 292
 293
 294
 295
 296
 297
 298
 299
 300
 301
 302
 303
 304
 305
 306
 307
 308
 309
 310
 311
 312
 313
 314
 315
 316
 317
 318
 319
 320
 321
 322
 323
 324
 325
 326
 327
 328
 329
 330
 331
 332
 333
 334
 335
 336
 337
 338
 339
 340
 341
 342
 343
 344
 345
 346
 347
 348
 349
 350
 351
 352
 353
 354
 355
 356
 357
 358
 359
 360
 361
 362
 363
 364
 365
 366
 367
 368
 369
 370
 371
 372
 373
 374
 375
 376
 377
 378
 379
 380
 381
 382
 383
 384
 385
 386
 387
 388
 389
 390
 391
 392
 393
 394
 395
 396
 397
 398
 399
 400
 401
 402
 403
 404
 405
 406
 407
 408
 409
 410
 411
 412
 413
 414
 415
 416
 417
 418
 419
 420
 421
 422
 423
 424
 425
 426
 427
 428
 429
 430
 431
 432
 433
 434
 435
 436
 437
 438
 439
 440
 441
 442
 443
 444
 445
 446
 447
 448
 449
 450
 451
 452
 453
 454
 455
 456
 457
 458
 459
 460
 461
 462
 463
 464
 465
 466
 467
 468
 469
 470
 471
 472
 473
 474
 475
 476
 477
 478
 479
 480
 481
 482
 483
 484
 485
 486
 487
 488
 489
 490
 491
 492
 493
 494
 495
 496
 497
 498
 499
 500
 501
 502
 503
 504
 505
 506
 507
 508
 509
 510
 511
 512
 513
 514
 515
 516
 517
 518
 519
 520
 521
 522
 523
 524
 525

3.1	Elements	Requirements for Charter	Examples of Evidence
	<p>Investment in learning and development is periodically evaluated in terms of cost and benefits of councillor learning and Development and the impact that it has had on performance for the Councillor, the Council and the Community.</p>	<ul style="list-style-type: none"> • Evaluation strategy in place to analyse the effectiveness of councillor development activities • Case studies of how learning and development has impacted on performance • Political and managerial leadership display a good understanding of both the costs and benefits of development activities and are able to explain why their commitment to councillor development is worthwhile • Councillors can describe why they did certain activities, what they learnt and what difference it has made to them carrying out their various roles as an elected member 	<p>Examples of evidence include:</p> <ul style="list-style-type: none"> • Evaluation Strategy is in place and is effective • Analysis of costs and benefits to the council from councillor learning and development • Case studies of how learning and development has impacted on performance. • Minutes of meetings, focus groups, questionnaires or interviews involving councillors evaluating the impact of their development on performance. • Political and managerial leadership display a good understanding of both the costs and benefits of development activities • Political and managerial leadership can provide examples and anecdotal evidence of impact benefits to support their commitment to councillor development

3.2	Learning is shared with other councillors and where appropriate, with officers and stakeholders to encourage capacity building in the council and a learning organisation culture.	<ul style="list-style-type: none"> Knowledge is shared with their peers, officers and others 	Examples of learning and development activities used to capture and disseminate learning from learning activities.	<ul style="list-style-type: none"> Examples of reports, briefing sessions, and information exchange systems used to capture and disseminate learning from learning activities. Programmes of joint learning exchanges. Mentoring arrangements. Hosting Case study visits. Developing councillor champions for topic areas. Councillors can give examples of how they have supported and learned from the development of others.
3.3	The Council demonstrates a commitment to an effective councillor learning and development programme by implementing improvements to learning and development activities as they are identified.	<ul style="list-style-type: none"> Continuous improvement in the approach to developing people is demonstrated 	Examples of learning and development activities used to capture and disseminate learning from learning activities.	<ul style="list-style-type: none"> Written reviews of learning and development activities with recommendations for change. Minutes of meetings, reports, personal statements providing examples of improvements to learning activities. Changes to on-going programmes and rationale for the revisions made Councillors can describe what has been done to improve development activities where improvements were needed. Quality assurance process in place and effective



Criterion 4: The council's processes support councillors in their roles/leaders of their local communities				
	Elements	Requirements for Charter	Requirements for Charter Plus	Examples of Evidence
4.1	The council actively encourages citizenship and publicises the role of councillors as community leaders as part of promoting local democracy and encouraging under represented groups to take up office	<ul style="list-style-type: none">The council holds a range of events to encourage people to become community leaders	The council takes steps to encourage citizenship and publicises the role of councillors as community leaders as part of promoting local democracy and encouraging under-represented groups to take up office	<ul style="list-style-type: none">Local democracy week action plan, programme of activities and reviewYouth councilSupports the LGA "Be a Councillor" campaignCitizenship links with local schools, colleges and universitiesPresentations at community forum events, and targeting under-represented groups, to promote the role of councillorsOpen days and prospective councillor eventsProspective councillor materials, role descriptions – recruitment packs"Day in the life of a councillor" feature in newslettersTop political and managerial leadership can demonstrate that action is taken to encourage people to become councillors, particularly from under-represented groups



4.2	<p>Councillors are developed so that they can play a full part in the debate /decision making process around increasing organisational effectiveness, providing challenge, leading local communities and places.</p>	<ul style="list-style-type: none"> Development activities are provided to support effective decision-making and service improvement Councillors are developed and supported in their use of the internet and social media to effectively communicate and network with their communities Councillors are developed and supported in their community leadership role e.g. community networking, use of social media. 		<ul style="list-style-type: none"> Briefings on topical issues around central government policy affecting community empowerment and involvement Councillors understand their roles Councillors understand the impact on their role as community leaders. Training / development in facilitation, brokering, decision-making and influencing skills. PDPs identify what development individual councillors need to enable them to meet the challenge of their changing role and local government environment Support and development on appropriate and effective use of social media Support and development activities on researching and identifying funding streams
4.3	<p>The council regularly reviews how it conducts its business, in terms of when meetings are held and full access to meetings, so that councillors or potential councillors are able to take part in the democratic processes</p>	<ul style="list-style-type: none"> Council business is conducted to allow for equality of access in the democratic process The Council diary is scheduled to take account of cultural, faith, travel, domestic and employment commitments 		<ul style="list-style-type: none"> Council Diary Regular reviews of the number of meeting that are necessary to conduct council business, recognising councillors are often involved in external meetings Feedback and examples from Councillors supports an equality of access approach



THE COUNCILLOR DEVELOPMENT CHARTER & CHARTER PLUS Guidance: Self-Assessment Template

These templates aim to help councils that sign up to aspire to the principles of the Charter for Councillor Development. They provide guides for self-assessment and for drawing up an action plan to achieve the required award. Councils wanting to use their own action planning format should do so.

Whichever style of action plan is used it should identify:

- future planned action
- when action is expected to be completed
- who is responsible for the action
- who is responsible for monitoring implementation of the action plan

Councils may find it useful to have a team of people responsible for pulling the action plan together, such as the all party councillor development group with officer support. Those responsible for drawing up the action plan should look at each element of the charter framework and the requirements requested and ask:

1. What evidence do we have that suggests we are following good practice?
2. What action do we need to take, if any, to follow good practice or continuously improve? (Taking account of any resource implications and constraints)
3. When will this action be taken by?
4. Who will be responsible for the action?

A named person should be identified as being responsible for monitoring the action plan.

The 'Examples of Evidence' may help in identifying actions to take, however the examples are not set requirements and councils must decide on actions that best fits their particular circumstances.



Councillor Development Charter: Self-Assessment Template

Criterion 1: There is a clear commitment to councillor development

	Elements	Requirements for Charter	Evidence	Action	BY WHEN	BY WHO
1.1.	Political and managerial leadership is committed to the development of councillors and have strategies in place to improve councillor and council performance.	<ul style="list-style-type: none"> Clear commitment from the top political and managerial leadership Established all party training and development task group that meets regularly There is a clear strategy which is embedded into practice Named councillor(s) and officer(s) responsible for councillor development 				
1.2	Access to learning and development takes into account diversity of needs: political and managerial leadership can describe specific actions that they have taken to ensure equal access to learning and development opportunities for all councillors.	<ul style="list-style-type: none"> Timing of events takes account of cultural and personal circumstances Councillors have fair access and equality of opportunity for development The development programme includes a range of delivery methods to meet the different learning styles of councillors Councillors are updated on developments in a range of ways 				
1.3	The council has a designated budget for councillor development which is adequate to meet priority development needs.	<ul style="list-style-type: none"> Budget is explicit and clearly identified and monitored 				
1.4	Officer/s of the council have responsibility for co-ordinating councillor development	<ul style="list-style-type: none"> Appropriate and adequate staffing resources are in place to support councillor development 				



Criterion 2: The Council has a strategic approach to councillor development

	Elements	Requirements for Charter	Evidence	Action	BY WHEN	BY WHO
2.1	There is a written and up to date councillor learning and development strategy and Councillor led strategy for councillor induction and development and representative councillors are involved in its formulation, implementation, monitoring and evaluation (possibly through an established all party task group or other all party committee)	<ul style="list-style-type: none"> Decisions about member development are taken by some form of formally constituted body of councillors Strategy identifies priority development needs and makes stated and clear links with council's aims and objectives Clear induction process and training programme for all new councillors 				
2.2	The council has a structured process for regularly assessing councillors' individual learning and development needs based on focused objectives.	<ul style="list-style-type: none"> A process exists to identify individual development needs in the form of a Training Needs Analysis (TNA) or Personal Development Plans (PDPs) and is working effectively 				
2.3.	The various councillor roles are clearly defined and outline how they contribute to the achievement of community, political and council objectives.	<ul style="list-style-type: none"> Councillors demonstrate an understanding of the skills and knowledge required in their ward and council wide roles Councillor role descriptions exist and are maintained for all key roles including ward councillor Councillors are clear about what the council is trying to achieve and the part they play in this as councillors 				



2.4.	The council has a structured process for assessing current and future leadership and Executive Team development needs	<ul style="list-style-type: none"> Published process to assess current and future needs Joint regular events/development plan that support the top political and management teams in learning about each other and working effectively together. 					
2.5	There is a Corporate Councillor Learning and Development Plan prioritising activities which brings together all learning and development plans – individuals, committees, political leadership and teams. This plan is able to prioritise activities according to resources and links the development of councillors with the Council's aims and objectives	<ul style="list-style-type: none"> Corporate councillor Learning and Development Plan links to council's aims & objectives and the development of Councillors. 					



Criterion 3: Learning and development is effective in building capacity

	Elements	Requirements for Charter	Evidence	Action	BY WHEN	BY WHO
3.1	Investment in learning and development is periodically evaluated in terms of cost and benefits of councillor learning and Development and the impact that it has had on performance for the Councillor, the Council and the Community.	<ul style="list-style-type: none"> Evaluation strategy in place to analyse the effectiveness of councillor development activities Case studies of how learning and development has impacted on performance Political and managerial leadership display a good understanding of both the costs and benefits of development activities and are able to explain why their commitment to councillor development is worthwhile Councillors can describe why they did certain activities, what they learnt and what difference it has made to them carrying out their various roles as an elected member 				
3.2	Learning is shared with other councillors and where appropriate, with officers and stakeholders to encourage capacity building in the council and a learning organisation culture.	<ul style="list-style-type: none"> Knowledge is shared with their peers, officers and others 				
3.3	The Council demonstrates a commitment to an effective councillor learning and development programme by implementing improvements to learning and development activities as they are identified.	<ul style="list-style-type: none"> Continuous improvement in the approach to developing people is demonstrated 				



Criterion 4: The council's processes support councillors in their role as leaders of their local communities

	Elements	Requirements for Charter	Evidence	Action	BY WHEN	BY WHO
4.1	The council actively encourages citizenship and publicises the role of councillors as community leaders as part of promoting local democracy and encouraging underrepresented groups to take up office	<ul style="list-style-type: none"> The council holds a range of events to encourage people to become community leaders 				
4.2	Councillors are developed so that they can play a full part in the debate /decision making process around increasing organisational effectiveness, providing challenge, leading local communities and places.	<ul style="list-style-type: none"> Development activities are provided to support effective decision-making and service improvement Councillors are developed and supported in their use of the internet and social media to effectively communicate and network with their communities Councillors are developed and supported in their community leadership role e.g. community leadership and engagement, networking, use of social media. 				
4.3	The council regularly reviews how it conducts its business, in terms of when meetings are held and full access to meetings, so that councillors or potential councillors are able to take part in the democratic processes	<ul style="list-style-type: none"> Council business is conducted to allow for equality of access in the democratic process The Council diary is scheduled to take account of cultural, faith, travel, domestic and employment commitments 				



Councillor development Charter Plus: Self-Assessment Template

Criterion 1: There is a clear commitment to councillor development						
	Elements	Requirements for Charter Plus	Evidence	Action	BY WHEN	BY WHO
1.1.	Political and managerial leadership is committed to the development of councillors and have strategies in place to improve councillor and council performance.	<ul style="list-style-type: none">• Clear commitment from top political and managerial leadership to share development opportunities across local government tiers (including with parish & town councils)• Evidence that the Strategy is regularly reviewed• Evidence of forward planning				
1.2	Access to learning and development takes into account diversity of needs: political and managerial leadership can describe specific actions that they have taken to ensure equal access to learning and development opportunities for all councillors.	<ul style="list-style-type: none">• Statistical analysis of cultural & personal circumstances				
1.3	The council has a designated budget for councillor development which is adequate to meet priority development needs.	<ul style="list-style-type: none">• The budget is properly reviewed, set and prioritised by the cross party task group				
1.4	Officer/ s of the council have responsibility for co-ordinating councillor development	<ul style="list-style-type: none">• Member development and support staff have their own skills development programme• Member development and support staff are involved in regional and national learning networks				



Criterion 2: The Council has a strategic approach to councillor development

	Elements	Requirements for Charter Plus	Evidence	Action	BY WHEN	BY WHO
2.1	There is a written and up to date councillor learning and development strategy and Councillor led strategy for councillor induction and development and representative councillors are involved in its formulation, implementation, monitoring and evaluation (possibly through an established all party task group or other all party committee)	<ul style="list-style-type: none"> Evaluation feedback contributes to review and further development of the strategy 				
2.2	The council has a structured process for regularly assessing councillors' individual learning and development needs based on focused objectives.	<ul style="list-style-type: none"> All councillors are offered PDPs and more than half of councillors take them up. Council has a process for diagnostic reviews (e.g. 360 degree reviews or appraisal process) to reflect on strengths and to support progression. 				
2.3.	The various councillor roles are clearly defined and outline how they contribute to the achievement of community, political and council objectives.	<ul style="list-style-type: none"> Role descriptions are used to help identify development needs Evidence that councillors are clear about <ul style="list-style-type: none"> The role of partner bodies The role of other stakeholders Their own role on partner bodies Their own role in relation to other stakeholder bodies 				



2.4.	The council has a structured process for assessing current and future leadership and Executive Team development needs	<ul style="list-style-type: none"> Portfolio holders and spokespersons have undertaken training appropriate to their portfolio area. Evidence of a programme to develop the next generation of leaders 					
2.5	There is a Corporate Councillor Learning and Development Plan prioritising activities which brings together all learning and development plans – individuals, committees, political leadership and teams. This plan is able to prioritise activities according to resources and links the development of councillors with the Council's aims and objectives	<ul style="list-style-type: none"> The councillor development plan clearly prioritises learning activities in accordance with the needs of the corporate aims and objectives 					



Criterion 3: Learning and development is effective in building capacity						
	Elements	Requirements for Charter Plus	Evidence	Action	BY WHEN	BY WHO
3.1	Investment in learning and development is periodically evaluated in terms of cost and benefits of councillor learning and Development and the impact that it has had on performance for the Councillor, the Council and the Community.	<ul style="list-style-type: none">• Analysis of costs and benefits from councillor training and development• Some form of impact assessment at the community level exists and is used (e.g. by asking for feedback from partners)				
3.2	Learning is shared with other councillors and where appropriate, with officers and stakeholders to encourage capacity building in the council and a learning organisation culture.	<ul style="list-style-type: none">• There is an effective process for disseminating, sharing and exchanging knowledge in place				
3.3	The Council demonstrates a commitment to an effective councillor learning and development programme by implementing improvements to learning and development activities as they are identified.	<ul style="list-style-type: none">• Links to Evaluation Strategy – what does?• Demonstrate that evaluation outcomes inform change and drive continuous improvement• A quality assurance process is in place				



Criterion 4: The council's processes support councillors in their roles/leaders of their local communities.

	Elements	Requirements for Charter Plus	Evidence	Action	BY WHEN	BY WHO
4.1	The council actively encourages citizenship and publicises the role of councillors as community leaders as part of promoting local democracy and encouraging under represented groups to take up office	<ul style="list-style-type: none"> The Council takes action to encourage people to become councillors, particularly from under-represented groups Council provides information on the electoral process The Council builds links with local businesses and employers to promote the role of the councillor 				
4.2	Councillors are developed so that they can play a full part in the debate /decision making process around increasing organisational effectiveness, providing challenge, leading local communities and places.	<ul style="list-style-type: none"> Development activities are offered to support Councillors in identifying appropriate funding streams available to councils/wards 				
4.3	The council regularly reviews how it conducts its business, in terms of when meetings are held and full access to meetings, so that councillors or potential councillors are able to take part in the democratic processes	<ul style="list-style-type: none"> The council gathers feedback on and reviews its arrangements and timings of meetings and the way it conducts its business to take account of cultural, faith, travel needs and family commitments of councillors 				



DERBYSHIRE COUNTY COUNCIL

ELECTED MEMBER DEVELOPMENT STRATEGY

1 INTRODUCTION

Elected Members have a vital role in establishing and maintaining the strategic direction of Derbyshire County Council. They support the Council, by acting as Community Leaders, to embed our values and support our pledges:

- A Derbyshire that works
- A Healthy Derbyshire
- A Safer Derbyshire
- A Derbyshire that cares
- A Local Derbyshire

The aim of this elected Member Development Strategy is to provide Members with a clear understanding of the Council's approach to their development, which will support them in their role as a County Councillor. It also identifies the key responsibilities to ensure the objectives of the strategy are met

The strategy will make the link between the corporate plan and Members' job roles, which enables Members' development needs to be identified at individual and Council-wide levels. This includes processes for evaluating and informing future development plans.

To support Members in being effective in their community role a flexible and evolving approach to learning and development will be available, which meets both their collective and individual development needs

2 MEMBER DEVELOPMENT WORKING GROUP

The Member Development Working Group (MDWG) plays a crucial role in the achievement of this strategy. The group is Member led, and includes Members from all of the County Council's political groups. It has the support of the Director of Human Resources, who can provide guidance on learning and development. While the officers are responsible for the administration of Member development, the Working Group takes the lead role in ensuring that the proposed programme of activities meets Members' needs and events are scheduled and commissioned appropriately and effectively.

The Working Group meet on a quarterly basis to review Member Development at the Council, shape the direction of the Member Development Strategy/Programme and gain wider ownership amongst all Members.

The Member Development Working Group is made up of 5 Members (3 Majority Group and 1 from each minority group) and 2 officers. Additional Members and officers would be approached to attend as necessary.

The terms of reference of the Working Group are as follows:

- 1) Identify and responding to the development needs of Council Members
- 2) Develop and review the Member Development Strategy
- 3) Evaluate Individual Member Review documentation
- 4) Develop, monitor, evaluate Development Programme which reflects Member's individual needs and their role within the Council
- 5) Monitor expenditure against the Member learning and development budget
- 6) Provide direction and guidance in respect of all Member Development issues
- 7) Promote best practice in respect of Member Development amongst all Members
- 8) Encourage the highest level of participation by all Members in the Member Development Programme
- 9) Promote improved community leadership
- 10) Ensure induction needs of newly elected Members be addressed on an on-going basis as soon as practicable following their election

The Group will develop a mechanism for providing feedback, sharing knowledge and evaluating the outcomes of collective and individual development, using good practices in place elsewhere within the organisation and nationally.

Administrative support for the group will be provided by Democratic Services. This includes meeting scheduling as directed by the Chair of MDWG, minute taking and circulation, circulation of agenda and associated reports in line with required timeframes.

3 IDENTIFYING MEMBER DEVELOPMENT NEEDS

A variety of approaches are employed to identify specific individual learning and development needs. These include:

- At the discretion of the Member Development Working group to support Council Plan priorities/key themes
- Strategic Director led ie changes to key strategy / legislation
- Self review against role profile
- Members who sit on certain committees must have undertaken the relevant training beforehand to ensure they are compliant with the legislation.

4 ANNUAL LEARNING AND DEVELOPMENT PROGRAMME

The MDWG will agree a Learning and Development Programme for each Council year. The programme will be designed to encompass: Development requirements identified through the individual review; Development activities to reflect the council's agreed corporate objective; Development needs arising from external factors, such as legislative or other changes affecting local government and its functions; Suggestions from Members and officers.

One day a month will be allocated for Member Briefings. Timings will include a mixture of afternoon and morning events spread across the different days of the week to maximise accessibility. Finalised dates will be published for inclusion in the Member's diary on an annual basis. Wherever possible, these dates will be used for training and development events and efforts will be made to avoid scheduling other Member meetings.

Administrative support for member development will be provided by the Director of Human Resources including co-ordination of the programme, maintaining records and administering the budget. The Director of HR also has responsibility for maintaining a record of learning and development activities attended by each Member. Information about learning and development will be published in a quarterly Member Development newsletter circulated to all Members, with the aim of allowing good notice to be given. Details of forthcoming events will also be circulated in the weekly, electronic Members Brief.

All Elected Members are expected to attend:

- Newly elected Member induction;
- Equalities and Diversity Awareness;
- Code of Conduct training;
- Committee relevant training e.g. planning legislation, induction sessions
- Role-specific training prior to commencing certain roles, eg chairing skills.

5 MEETING MEMBER DEVELOPMENT NEEDS

Currently, a variety of approaches are taken to meeting Members' collective and individual development needs. Members of the Council carry out a wide range of roles, including Cabinet portfolio holder; Chairman or Vice Chairman; Members of select committees, local area committees, regulatory committees; representational roles on behalf of the Council; and divisional Members. In addition they need to keep up to date with the over-arching strategic challenges facing the County Council and corporate initiatives to deliver the Corporate Plan and Vision.

Proposals for Member Development events are submitted to the MDWG for consideration and who agree and prioritise delivery dates within the Member Development schedule.

We will utilise a variety of learning methods to maximise accessibility to learning including external conferences, in-house briefing sessions, e-learning, workbook materials, mentoring / buddying, etc

When planning events, consideration will be given to the need to accommodate the other commitments that Members have as far as possible. Alternative timings, such as early mornings, evenings and weekends will be considered when organising sessions, subject to Members' views.

Members are encouraged to consider different approaches to their development, including: requesting a one to one with an appropriate officer, undertaking a site visit, discussing a matter with a more experienced Member, carrying out some personal research or attending an external event. All Members should take on this responsibility and consider how they can meet their own needs, particularly in the light of their learning style preference.

Where possible, the council will seek to offer training and development opportunities with other local authorities and partner organisations and provide joint training activities where appropriate.

6 EXTERNAL DEVELOPMENT ACTIVITIES

The MDWG has approved a protocol for Members' attendance on external developmental events (see attached)

Attendance on any external learning and development event is subject to the prior agreement of the Group Leader and should be booked using the council's OrderPoint system. Participants on external events are required to complete a post event evaluation form.

7 OTHER SUPPORT

Dedicated intranet / extranet sites:

The Derbyshire Observatory provide Members with a resource where they can access corporate and community information about the county, including demographic information for each division, and useful links to other internal and external websites, maps

Committee papers are available to Members through the council's website and accessed securely by Members through use of passwords.

The development of a specific Member Development resource area as part of a wider learning platform will be considered. This could provide access to e-learning, event booking, course materials as well as providing signposting to other external learning resources.

8 BUDGET FOR MEMBER LEARNING AND DEVELOPMENT

The budget for Member learning and development will meet the cost of the annual learning and development programme including the cost of external conferences. The budget is allocated across the political groups on a per capita basis. To enable the MDWG to discharge its responsibilities for monitoring the development budget this is a standing item on the agenda at each MDWG meeting. MDWG will also make recommendations regarding key decisions relevant to the management of the budget, for example expressing their preferred approach around budget carry forward.

9 EVALUATING MEMBER LEARNING AND DEVELOPMENT

Evaluation plays an important role in ensuring that the member development programme continues to focus upon meeting members' needs, achieves value for money and continues to provide information to shape and improve future development events and approaches. Evaluation is currently undertaken through the approaches below:

- Completion of post event evaluation sheets for all member development events (internal or external – see attached)
- Evaluation reports on all internally organised briefing events considered by the MDWG
- Sharing of information through Member Development Newsletter
- Sharing learning with Group colleagues

The MDWG will continue to keep our approaches to evaluation under review to ensure that they are fit for purpose and support the range of development activities undertaken by members and to ensure that they provide data that informs the continued effectiveness, value for money, and design of development interventions.

10 COUNCILLOR DEVELOPMENT CHARTER

The Council will utilise accreditation against the Charter to ensure that its member development provision and member development strategy continue to be fit for purpose and reflect the needs of the Council

The Councillor Development Charter has for essential criteria for each organisation that signs up to it:

1. There is a clear commitment to councillor development
2. The Council has a strategic approach to councillor development
3. Learning and development is effective in building capacity
4. The council's processes support councillors in their role as leaders of their local communities.

There are five stages in achieving the Charter. The process begins with the authority signing up to the charter and demonstrating our commitment to improving performance, through the development of our elected Members. By implementing the stages of the strategy outlined in sections 1-5, above, the Council will be able to demonstrate its clear commitment to Member learning and development.

11 STRATEGY REVIEW

The needs of Councillors will evolve over time and it is important that both individual needs and the overall Elected Member Development Strategy are reviewed regularly. This will provide an opportunity to evaluate the effectiveness of recent training events as well as identify any new requirements.

This Strategy will be kept under review on an on-going basis with a full and formal review taking place every four years in line with County Council election timetables. The MDWG will take the lead on

reviewing the strategy and will recommend any proposed changes it considers necessary. The Strategy will be submitted to Council for approval.

Steve Freeborn

Council Chair and Chair of the Member Development Steering Group

February 2015

Next review due: June 2016

APPENDIX 3

Attainment and retention of Charter status involves six key stages:

Stage 1: Signing up to the Charter

Participating councils are required to sign up to the charter to demonstrate their commitment to achieving the charter standards and improving council performance, through the development of their members. Part of the commitment to the Charter includes identifying an elected member and officer to be trained to act as peer assessors for other councils undertaking Charter assessment.

Stage 2: Action Plan

There is an opportunity at this stage to assess the existing situation against the standards and develop an Action Plan that enables the Council to work towards achieving accreditation. The Council is expected to a set target date for achieving the standards. A draft Action Plan will be developed and agreed by the MDWG.

Stage 3: Evidence Collection

The Council compiles a portfolio of evidence to demonstrate compliance to the standards.

Stage 4: Assessment

When everything is in place to demonstrate that the standards are met, an on-site assessment will take place by a trained councillor peer and officer from the region. The team will assess the evidence in the portfolio against the standards and conduct a small number of interviews with members and officers.

Stage 5: Awarding the Charter

Following assessment and achievement of the standards, the Charter will be awarded. An annual celebration event will be held where all those councils who have achieved the standards will be invited to receive their Charter.

Stage 6: Re-assessment

Councils are expected to maintain good practice and demonstrate improvements since achieving the Charter. Re-assessment will take place within a minimum of 3 years.