ANNEX

CABINET – 15TH OCTOBER 2020

Report of the Head of Strategic Support
Lead Member: Councillor Smidowicz

Part A

ITEM MEMBER DEVELOPMENT STRATEGY 2020-2024

Purpose of Report

To consider the final version of the Member Development Strategy for recommendation to Council.

Recommendation

That it be recommended to Council that the Member Development Strategy 2020-2024, set out in Appendix A to this report, be approved.

Reason

To enable the strategy, which sets out to ensure that there is support for all members to enable them to acquire enough knowledge and a full range of skills to maximise their ability and capacity, to be adopted and inform the Council's member development activity.

Policy Justification and Previous Decisions

On 7th November 2016 Council approved the current Member Development Strategy (Minute No. 46.3 2016/17 refers).

The Council's Corporate Strategy sets out what the Council will be doing to make Charnwood a stronger and more vibrant place for people to live, work, visit and invest in. The members of the Council have a key role in ensuring that this is achieved. It is the underlying premise of the strategy that member development will support the Council in achieving its objectives by enabling members to increase and realise their potential as decision-makers, community representatives and community leaders.

Implementation Timetable including Future Decisions and Scrutiny

The strategy forms part of the Council's policy framework and the process for revising it is set out in Budget and Policy Framework Procedure Rule 2. In accordance with that rule the final version of the strategy will be submitted to Council on 9th November 2020.

Report Implications

The following implications have been identified for this report.

Financial Implications

The activities identified in the strategy will be delivered within the existing budget for member training and existing staff resources.

Risk Management

No specific risks have been identified with this decision.

Key Decision:	Yes
Background Papers:	Inspection Report following reaccreditation to East Midlands Member Development Charter
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Part B

Background

1. The previous Member Development Strategy was agreed by Council in November 2016. The process of reviewing the strategy has been led by the Member Development Member Reference Group (MDMRG). The MDMRG is a cross-party group whose main role is to champion member development and ensure that the opportunities provided meet the needs of councillors. The MDMRG reviewed the previous strategy, agreed the key themes for the revised version and agreed the consultation draft and final versions of the strategy before their submission to the Cabinet.

2. The revised strategy draws comprehensively on the previous version, which covered the period from 2016-2020, as much of it remains very relevant. The MDMRG proposed revisions to the strategy such as greater clarity about the role of the MDMRG and the attached strategy incorporate those revisions.

3. In 2011, 2014 and 2017 the Council was awarded the East Midlands Member Development Charter. The MDMRG agreed that in addition to continuing to use the Charter requirements as a guide the Council should seek to retain its accreditation. The next reaccreditation will take place January/February 2021. The timescale has been pushed back a few months to reflect the impact the Covid-19 pandemic has had on the delivery of Council services. In developing the strategy, the MDMRG has sought to address the areas for improvement that were identified when the Council was last reaccredited to the Charter. These were to:

   - Provide clearer links to corporate objectives in communication, evaluation and 1:1's
   - Strengthen the evaluation approach to ensure an analysis of the cost and benefits of councillor development is clearly demonstrated. Case studies focusing on how learning and development has impacted on the individual and corporate performance.
   - Put in place a structured development plan that supports political leadership development and the top political and managerial teams in learning about each other and working together effectively.

4. The strategy, which can be found in Appendix A to this report, sets out the Council's aims in relation to member development and how these aims will be realised. In particular it sets out how the learning and development needs of councillors will be identified, how these identified needs will be incorporated into a balanced and accessible programme of member development events and other activities and how the success of these activities will be reviewed. The appended version of the strategy has been amended to reflect comments made through the consultation process and includes an updated foreword, executive summary and action plan.

Consultation

5. Councillors were invited to comment on the draft strategy. 14 responses were received, and these are set out in appendix B.

Appendices

Appendix A Member Development Strategy 2020- 2024
Appendix B Consultation Responses

Appendix A

MEMBER DEVELOPMENT STRATEGY 2020-2024

A strategy for the continuing development of members of Charnwood Borough Council

Version History:

Original Strategy	Version 1.0	Considered by Member Development MRG	8th September 2020
Draft Consultation Strategy	Version 1.1	Amended foreword, dates, terms of reference and action plan	11th September 2020
Final Strategy	Version 1.2	Submission to Cabinet on 15th October 2020	29th September 2020

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1 - Foreword and Executive Summary

"Chains of habit are too light to be felt until they are too heavy to be broken"
- *Warren Buffet*

"I never learn anything talking, I only learn things when I ask questions."
- *Lou Holtz*

The year 2020 will doubtless be remembered for many reasons. At Charnwood Borough Council the impact on employees, elected and co-opted members has been both significant and yet encouraging as the rapid response made to the needs of residents and business organizations has been clearly evident.

Many of the objectives set out in our Corporate Plan have been accelerated and our culture - 'the way we do things' - will need to be developed further to meet the ongoing challenge and opportunities ahead.

The Member Development Strategy sets out the expectations regarding the amount of training to be undertaken. It recognizes that it is 'people that make things happen' and councillors and co-opted members have a personal responsibility to develop their potential.

The Strategy is tailored to support members to obtain the knowledge and skills that they need to develop their potential in a way that is appropriate, accessible and adaptable to their individual needs.

Cllr Margaret Smidowicz
Cabinet Lead Member Strategic Support
Chair of the Member Development
Member Reference Group

Executive Summary

The Member Development Strategy sets out how the Borough Council will approach the task of ensuring that its councillors and co-opted members have the skills and expertise they need to perform their roles and deliver the objectives set out in the Council's Corporate Plan.

The overarching aim of the strategy is, therefore, to ensure that there is support for all members to enable them to acquire sufficient knowledge and a full range of skills to maximise their ability and capacity. However, there is also a recognition that councillors and co-opted members need to take responsibility for their own learning and development.

The strategy is divided into a number of sections which set out how the strategy was developed, how training needs will be developed, how access to training and development opportunities will be maximised and how the success of member development activities will be measured and assessed.

The strategy covers the period to 2024 and includes activities to support councillors and prospective councillors in the run up to and after the Borough Council elections in 2023.

At the end of the strategy is an action plan which sets out specific pieces of work that are required to deliver the strategy. The implementation of these actions and other aspects of the Council's member development activity will be overseen by the Member Development Member Reference Group. This is a cross-party group of councillors whose main role is to champion member development and ensure that the opportunities provided meet the needs of members.

2 - Introduction and Aims of the Strategy

Charnwood Borough Council has recognised that to succeed in delivering high quality, cost-effective services to the people of Charnwood, it needs well motivated, proactive councillors and co-opted members with the skills and expertise to drive forward the Council's agenda. Continuous member development is key to achieving this as all councillors and co-opted members have a responsibility to learn new skills in line with the ongoing changes in local government.

The overarching aim of the strategy is, therefore, to ensure that there is support for all members to enable them to acquire sufficient knowledge and a full range of skills to maximise their ability and capacity.

Arising from this overarching aim the Council has identified the following principles that will underpin how member development is delivered.

- Members will be offered opportunities to acquire the knowledge, skills and expertise they need to perform their roles effectively.

- Members will be encouraged to take responsibility for and actively seek opportunities for their own learning and development.

- Training and development applies to all members, even those that have been members for some time and feel that there is nothing new to learn.

- Members who take advantage of the opportunities available will be actively encouraged and supported.

This strategy sets out how the overarching aim will be achieved using these principles as the basis for doing so, for example in how access to learning will be ensured.

3 - Strategic Context

The Council's Corporate Strategy 2020-2024 sets out the Council's vision over the next four years with the following aims:

- Caring for the environment
- Healthy communities
- A thriving economy.

It is the underlying premise of this strategy that member development will support the Council in achieving its objectives by enabling members to increase and realise their potential as decision-makers, community representatives and community leaders. In particular the Corporate Plan sets out that the Council is always seeking to improve the services that it delivers, by providing strong community leadership, being well governed, accountable,

open and transparent. The members of the Council have a key role in ensuring that this is achieved.

The Council is committed to achieving and maintaining the standards set out in the East Midlands Councils Member Development Charter and many of the initiatives featured in this Strategy are consistent with this. In 2011 and 2014 the Council was awarded the Charter and the Charter remains a benchmark to aim for and provide a focus for the Council's member development activity. In order to demonstrate this ongoing commitment, the Council will seek reaccreditation to the Charter during the period covered by this strategy.

4 - Developing the Strategy

The previous strategy was agreed by the Council in 2016 and covered the four-year period to 2020. The process of reviewing the strategy was led by the Member Development Member Reference Group (MDMRG). The MDMRG is a cross-party group of councillors whose main role is to champion member development and ensure that the opportunities provided meet the needs of members. The MDMRG reviewed the previous strategy, agreed the key themes for the revised version and agreed the consultation draft before submission to the Cabinet.

In developing the strategy, the MDMRG has also sought to address the areas for improvement that were identified when the Council was reaccredited to the East Midlands Member Development Charter. These were to:

- Document the processes for how development support is provided to the Cabinet and produce a forward programme of future development.
- Identify a clearer approach to how Personal Review Meetings would be used to identify learning and development needs and ensure that this is linked to the development of the annual programme of learning and development opportunities.
- Ensure that the learning and development programme includes events that enable more experienced councillors to continue to refresh existing and acquire new knowledge and skills.
- Develop the evaluation process so that it is clearer what it is seeking to achieve and includes a greater range of post-learning evaluation of the long-term effectiveness of development activity.

The Member Development Strategy forms part of the Council's policy framework. This means that there is an inclusive process for developing and agreeing the strategy.

This strategy was adopted by Council on 7th November 2020 and covers a four-year period to 2024. [This sentence to be added once necessary approvals obtained]

Annually there is a 'light touch' review of the strategy and its effectiveness. This is undertaken by the MDMRG.

A full review will be completed again in 2024.

5 – Identifying Development Needs and Priorities

Ownership is vital to the success of this strategy and members should be responsible for, and have a direct input into their own training and development. The ways in which development themes and priorities are identified will, therefore, be informed by both the aims of the strategy and the needs of individual members.

It is therefore expected that every councillor will take part in a review of his or her learning and development needs and attend a number of training and development events each year.

While recognising that individual circumstances must be taken into account, councillors should aim to attend at least half of the monthly training events that are organised each year and at an absolute minimum should attend three types of events per year. For clarity events include:

- Monthly Member training programme sessions
- Quarterly Planning training sessions
- External training events
- Member briefing sessions
- Cabinet briefings that include a training element.

The MDMRG will provide further guidance to councillors on attendance at training events as necessary. Councillors are also encouraged to undertake background reading and other activities that facilitate their development for themselves.

Individual Review Meetings

In order to ensure that development opportunities are tailored to members' needs there will be regular review meetings. In an election year the review meetings to take place a year later and thereafter two years later and will help members establish what development requirements they have, given their member role and priorities, and enable progress to be monitored.

In order to ensure that as many members as possible can take up the opportunity of a review meeting, they can be provided in the form which most suits the member's circumstances and requirements. This can be a meeting or telephone conversation with an officer, a group discussion or completion of a form. The important thing is not the mechanism but that the result is an understanding of the member's training and development needs and aspirations. In addition, members are encouraged to make suggestions for training and development events at any time, and a form will be available for councillors to do so.

The result should be a member development plan which will last until the next review meeting. This plan of training and development will enable each member's needs to inform the development of the core training programme each year and identify any individual development and training needs which could be provided by other means, including personal study. The plan should also assist councillors by identifying the links between the Council's priorities and their individual learning and development needs, and therefore wider benefits and impact of member learning and development. A member can request a review of their plan at any time should circumstances change.

A Balanced Programme

An annual review of training themes and priorities will be undertaken. The review will ensure that a balance is maintained in the core training programme between:

- knowledge based training to keep members informed about new developments, including legislative changes and new policies, the delivery of Corporate Plan objectives and emerging priorities and policies;
- skills based training to enable members to perform their role effectively, for example on scrutiny techniques, community leadership, chairing meetings and IT skills;
- role-based training which could be for all councillors, e.g. ward member roles, or aimed at members of particular committees. Where appropriate training will be required before a member can participate in all or some of the activities of a committee as set out in the Council's Constitution;
- training that enables more experienced members to continue to develop, and
- training and development opportunities that support the Cabinet and, where appropriate, the shadow Cabinet in their leadership roles.

In order to ensure that this balance is maintained, all training events will be categorised to identify which of the above type or types they fall in to and care will be taken in describing events when they are advertised so that councillors know what to expect from them. This information will be reviewed by the MDMRG each year.

Meeting Identified Needs

The training and development programme, provided through monthly member training days and quarterly planning training days, will be developed to meet the needs identified through individual review meetings and the objectives of providing a balanced programme described above.

Where the development needs of members can be met through attendance at external courses a process exists for approving attendance at the Council's expense (including travel costs) subject to there being sufficient funding available in the member development budget.

The Council will also make use of tools, such as political skills framework or more formal qualification-based training, where these are relevant to the role or the member concerned or could be useful in meeting other development needs identified by the member.

6 - Access to Learning

It is recognised and understood to be beneficial that members come from a variety of backgrounds with different skills, experiences, knowledge and expertise in a wide range of subject areas, and as such each member may have different learning and development needs, and different learning styles.

The objective is that all learning and development opportunities should be open to all the Council's members. No member will be disadvantaged by his or her previous work, life or learning experience in the way learning and development opportunities are offered and accessed. No member will be disadvantaged by his or her race or ethnic origin, gender, sexual orientation, age, disability, political affiliation, or any other reason that cannot be objectively justified. The Council will respond positively to reasonable requests from members regarding how development opportunities can be made more accessible.

Provision is driven by the needs of members and will be generally made on the following basis:

- The core training programme will normally be delivered on weekday evenings.
- As part of setting the annual calendar of meetings one day per month will be allocated as a training day and one day per quarter as a planning training day so that members can have as much notice as possible of the dates on which training is to take place.
- The day of the week selected for training days will take into account the needs of all members and this may require different days to be utilised over the course of the year.
- Where it is appropriate to the course material and important to ensure that as many members as possible have access to training events, courses will be run on several dates.
- Where possible the training programme will be publicised at least three months in advance. Invitations will be sent to all members an appropriate time in advance of each session setting out the purpose and content of the training that will be provided. This will include information about the type of event and whether it has been run before. Information about other development opportunities will also be circulated to members when they arise.
- The Council will explore options for electronic delivery of learning where they can complement other methods to meet members' needs.
- The Members' Allowances Scheme includes provision for allowances, including Carers' Allowance, to be claimed when attending training to reduce barriers that may otherwise exist.

- Course materials from the core training programme will be made available to all councillors via the Members Library (available via Modern gov) and councillors notified when new materials are made available. Where possible and appropriate material will be made available prior to the event.
- Members will be able to access external training courses where these are relevant to their role and development needs and can be made available within the existing budget.
- Members who attend external training courses will be encouraged to share course materials and what they learnt in an appropriate manner.
- Where appropriate opportunities will be sought for elements of training to be member-led to allow experience and knowledge to be shared.
- The Council will engage in joint provision of development opportunities with other authorities when this is beneficial in terms of cost effectiveness or the shared learning experience.

7 - Support for Prospective and New Councillors

The support provided to prospective and new councillors will build on that which has been provided prior to and following previous elections. Improvements will be made based on the feedback that was obtained from the review of the induction arrangements following the elections in May 2023.

The following support will be offered:

- A prospective councillor event to be held 6-12 months before the elections.
- A candidate pack which will give brief information on the Council, its political and officer structure, the role of a councillor and meeting dates. Candidates will be encouraged to observe Council and committee meetings to further their understanding of how the Council operates.
- After the elections each new councillor will be provided with a member handbook providing a more detailed introduction to the Council and practical information about being a councillor.
- An officer point of contact within Democratic Services will be identified to provide support with information and signposting. Officers will also offer newly elected councillors a tour of the Council offices so they can familiarise themselves with key locations and people.
- A comprehensive induction programme will be provided to ensure that newly elected councillors can quickly participate fully in the business of the Council. This will include key training but also more informal sessions where councillors can meet senior officers.
- Councillors who have been elected at by-elections will be provided with a similar induction programme and support.

The Council will continue to support the provision of peer support and/or mentoring for newly elected councillors by more experienced ones. This provides development benefits for both the mentor and the mentee. Prior to

the elections in 2023 officers and the MDMRG will review how this can most effectively be provided.

8 – Monitoring and Evaluation

Evaluation of the programme of member development activities will be undertaken in a variety of ways to ensure that they are responsive to members' needs.

- At least once a year, the MDMRG will evaluate the implementation and effectiveness of this strategy. If necessary, it will be updated to take account of lessons learned, member feedback, latest developments and best practice.
- Wherever possible, evaluation forms will be completed after each training session in the core programme by the participants. Members will be given the choice to provide this feedback via a paper form at the session or electronically afterwards. The results of the feedback will be shared with members. Members who attend externally provided courses will be encouraged to provide feedback to the Council on those courses to ensure value for money is obtained.
- The invitation to each training event will include a list of learning objectives that the event is seeking to achieve. The evaluation forms used for each session will include questions on whether these learning objectives have been met.
- Three to six months after each training event further feedback will be sought from attendees on the impact and benefit that the training has had.
- The process for individual review meetings will include an opportunity for each member to comment on training provision since the last review. This will also give members the opportunity to assess the impact training has had on their ability and capacity and in particular its ongoing benefits. Councillors will be encouraged to produce case studies of those benefits which could be shared with other councillors.
- During the period covered by the strategy at least one comprehensive survey of members will be undertaken to investigate a range of issues relating to their needs and their views of the services provided for them. This will include issues relating to member development.
- Where appropriate exit interviews will be undertaken with members who have resigned or who are not seeking re-election to determine whether member development opportunities contributed to their decision.

Evaluation and feedback will be analysed and will inform the process and provision of member training and will shape future policies in this respect. Each year the MDMRG will review the feedback that is received in respect of member development events and share this information with other councillors. Significant issues will be brought to the attention of the MDMRG at other times if required.

9 - Other Member Development Support

The Council recognises that effective member development includes support and opportunities in addition to training. The Council will, therefore, provide the following to Members:

- Advice and support from within the Strategic Support service, and Democratic Services in particular.
- Role profiles, which have been established for all member roles, including ward councillor as well as those that have special responsibilities such as Cabinet Lead Members and Scrutiny Chairs.
- Access to IT equipment, information, stationery and office space in the Members' Room
- Access to relevant Council and other information electronically through the Members' Room pages on the intranet
- IT equipment for use away from the Council offices, as set out in the Members' Allowances Scheme, and support in how to make best use of this or their own IT equipment.

As part of the survey of members referred to in section 8, information will be gathered about the types of Council and other information that members require and their preferred methods for accessing that information.

10 – Delivering the Strategy

The MDMRG will continue to have a key role in ensuring the aims and actions set out in this strategy are delivered. The roles of the MDMRG are to:

- To monitor the Member Development Strategy and undertake an annual "light touch" review of the implementation and effectiveness of the Strategy;
- Identify the development needs of Members and develop the Member Development Programme within budgetary constraints;
- To ensure linkage to Council aims, priorities and objectives;
- To champion and promote development opportunities, review outcomes and evaluate the effectiveness of the Member Development Programme;
- To promote member engagement and participation and report on attendance;
- To demonstrate continuous improvement;
- To proactively encourage opportunities for prospective Councillors to understand the role of Councillor before standing for election;
- To agree the Induction Programme;

- A nominated member of the group to attend the East Midlands Councils Member Development Group where appropriate;
- To provide a steer and actively participate in the re-accreditation to the East Midlands Member Development Charter (January 2021 is the next review).
- Provide, if necessary, a mechanism for the consideration and approval of training where there are competing requests;
- Monitoring expenditure within the Member Training budget.

The role of co-ordinating member development activity across the Borough Council lies with the Strategic Support service which includes the Democratic Services function. Within the Strategic Support service, the Democratic Services Manager has responsibility for organising the production and delivery of the Member Development programme and arranging the effective and efficient delivery of training and development activities for members, including liaising with internal and external training presenters.

A separate budget for member development has been identified. This is primarily used to fund external trainers providing training at the Borough Council and the attendance by members at external training events. It is also used to fund other member development activity described in this strategy.

11 - Action Plan

Intended Outcome	Actions	Date	Success Criteria
Deliver programme of personal review meetings initially for new councillors and thereafter offered to others (should budgets allow)	• Circulate introduction to personal reviews and list of options for undertaking them to all members • Introduce form for councillors to identify training needs • Identify preferences of members and prepare any supporting documents, e.g. training records and questionnaires • Complete programme of reviews • Maintain records of training plans identified through reviews and training needs met	Autumn 2020 March 2021 and annually thereafter March 2021 and ongoing thereafter Post 2023 elections a mentoring programme to be put in place for all Members	May 2020 and every 2 years thereafter Proportion of members undertaking a review Proportion of training needs met
Document the process for how development support is provided to the Cabinet	• Prepare document on the process for providing development support to the Cabinet • Record previous support that has been provided	November 2020 November 2020	
Explore and test the opportunities provided by e-learning	• Review opportunities presented by the Pandemic which have resulted in the provision of recorded MDTs and external virtual training sessions	March 2021	

Intended Outcome	Actions	Date	Success Criteria
Undertake review of training activities and expenditure in the previous year and priorities and budgets for the year ahead		Quarterly	MDRG receive a budget monitoring report at each meeting
Undertake councillor survey	• Draft content to be agreed by MDRG	May 2022 and final months before 2023 elections	Councillor satisfaction levels
Reaccreditation to the East Midlands Member Development Charter	• Prepare submission in support of reaccreditation in consultation with East Midlands Councils • Support inspection process	January/February 2021	Reaccreditation achieved
Undertake review of the implementation and effectiveness of the strategy	• Cabinet and Council approval October/November 2020 • Report to MDRG with suggestions/changes	November 2021 and annually thereafter	MDRG Consulted
Support individuals thinking of becoming councillors	• Prepare candidate information pack including information about the Council and the role of a councillor • Hold prospective councillor event	September 2022 November 2022	Prospective Cllr Recruitment Events well attended
Review arrangements for providing mentor support for newly elected councillors	• Identify Democratic Services staff to act as buddies • Identify Cllrs to act as buddies	January 2023	Mentoring Programme in place with positive feedback

Intended Outcome	Actions	Date	Success Criteria
Support newly elected councillors incorporating feedback following May 2023 elections	• Prepare revised councillor handbook • Deliver induction programme • Provide appropriate induction arrangements in the event of a by-election	March 2023 May until September 2023 When required	Satisfaction with councillor handbook Satisfaction with induction programme Satisfaction with induction arrangements

APPENDIX B

CONSULTATION REPONSES

The following summarises the responses received from councillors

Induction

I think the welcome talks were well handled overall. However, I think a bit more in terms of functionalities re Full Council and some of the roles of each committee you sit on, wouldn't go amiss. The reason I say this is because there are so many constitutional procedures to the way each session is run. For instance, take questions on motion.

Now I know it always falls under the same part of Full Council and we are, as members, all entitled to put forward a question we feel may be pertinent to Borough matters. However, it somewhat feels a bit of a minefield when trying to equate how to do that when entering the Chamber for the first time. I also think on some of the scrutiny bodies, the remit is a bit vague on paper and perhaps we could have an introductory session before each committee sits for the first time (or even, when there is a change of personnel). I know Licensing, Planning, there is specialist training but bar that I don't ever recollect there being that in depth analysis on other committees.

I realise some of this may be put down to having to learn on the job, but everyone enters the Council at different levels of expertise, experience, knowledge etc and therefore, a fair playing field may just help.

There could be a clear layout of who are the key people in each service, that would help with communication.

Feel that there is nothing new to learn. What is the point of Councillors who have served for many years, some decades, sitting in a meeting hearing the same thing every year which they do for some of the meetings? In order to cater for all members and for them to engage in this important role then there needs to be two levels of training.

For new members then certainly, what is provided is excellent and indeed they should be encouraged to attend all sessions for their first full term of 4 years and that should apply for at least 2 terms if re-elected.

For those Councillors who have served over 10 years then training should be done differently. A basic course should be available across all subjects either via the Library or by listening/watching the basic held meeting. In the event there has been for example new legislation, or such a change to that item, or an issue is of such importance then that should be flagged up to those members asking them to actually attend for those reason.
This could actually reduce the workload and possibly the cost but does not need to affect the quality of the training.

Councillor Recruitment

Videos of existing councillors to be shared with people thinking of standing as councillors.

IT skills and training

I am not very confident on IT and emails.

Sometimes it's really easy to get onto zoom and teams but other times it isn't.

Outlook is new so not confident.

There needs to be a section on how new members deal with virtual meetings. The protocol for example what to wear, background etc. How to deal with confidential reports at a virtual meeting that are being taken in a home environment.

Role profiles

As well as Cabinet Lead Members and Scrutiny Chairs I feel a need for Shadow Leads to be involved in this development support. Otherwise they are not learning as individuals rather copying and pasting what officers have told or sent to them only. For them to develop they need to be supported in getting information re their portfolios from other sources.

Foreword

Quoted is "Chains of habit are too light to be felt until they are too heavy to be broken" I feel training has been done this way for so long it will just keep rolling on but it does need to be broken as the quote, and Members length of service be at long last taken in to account instead of every one being treated as a new Councillor

Other

The Democratic Services team as a collective are friendly, kind and welcoming

I've read through it and it all looks great to me.

As I work alone - there is only one of me in my party - it can sometimes feel a bit difficult to find things out.

I have done everything

I would normally say face to face for all these [training] sessions but these days virtually has to be the way.

Evaluation forms still need to be made available after training sessions.