

COPELAND BOROUGH COUNCIL

MEMBER TRAINING AND DEVELOPMENT STRATEGY

1 INTRODUCTION

1.1 Copeland Borough Council is committed to continuous improvement, innovation and best value in all services it provides and to encouraging both Councillors and employees to develop their full potential in their respective roles.

1.2 The Council is committed to the following principles in supporting the training and development of Councillors:

- (i) A recognition of the fundamental importance to the Council of supporting, developing and retaining Councillors
- (ii) Recognition of identifying individual needs as the key to a successful training and development programme
- (iii) A supportive, flexible and multi-option approach to both assessment of needs and delivery of training
- (iv) Complete confidentiality.

2 SCOPE

2.1 Training and development is available to, and its take-up will be encouraged for, all Councillors irrespective of seniority, length of service or political affiliation and will be provided in accordance with the council's commitment to equal opportunities.

3 ROLES AND RESPONSIBILITIES

3.1 The Individual Councillor – whilst the Council will offer practical support and encouragement and where possible and appropriate, resources for training and development, the Council expects each individual Councillor to take a personal responsibility for their own learning and self-development.

3.2 The Member Training and Development Panel – will oversee all Councillor training and development on behalf of the Council and will agree all training and development strategies and programmes for Councillors. The

Panel will support and encourage Councillors in the identification of training needs and the provision of training opportunities. In particular the Panel will:

- Ensure that all new Councillors receive comprehensive induction training in all appropriate Council functions and services and in local government generally.
- Encourage and monitor progress in Councillors' individual development.
- Ensure that appropriate and comprehensive training and development opportunities are provided and delivered which adequately meet identified training needs and reflect individual learning style preferences.
- Monitor effectiveness of training provided against the Council's key objectives.
- Facilitate new approaches to learning and development and encourage a culture of lifelong learning.

3.3 Officers – Democratic Services will support training and development of Councillors by:

- Providing the main support officer for all Councillor training and development, who is the Democratic Services Manager, and ensuring all Councillors are aware of training and development opportunities
- Devising and delivering in consultation with the Member Training and Development Panel a programme of induction training for new Councillors.
- Devising and a comprehensive training and development programme for Councillors based on needs identified in Personal Development Plans and other essential training.
- Arranging delivery of training included in the programme, either externally or internally, and for external delivery ensuring an internal contact is provided for all externally provided modules.
- Providing administrative support for all training including communication with Members and feedback to providers.
- Controlling the Member Training Budget.

4. TRAINING

4.1 The training and development listed in the Schedule to this strategy is designed to:

- Meet training and development needs which are essential for all Members or a group of Members
- Meet training and development needs which have been identified in Personal Development Plans
- Provide a standard level of induction training to be provided to all new Councillors.
- Contribute to succession planning in the Council.



Member Development Strategy

Introduction

In October 2007, the Council were awarded with the North West Charter Award for Elected Member Development, which has a lifespan of three years, after which time, the Council will be re-assessed to ensure continuous improvement and improved effectiveness of the Member development process.

This strategy has been produced in consultation with Councillors to ensure that member development is relevant and appropriate to their needs. This is a flexible, working document which will evolve as required to meet the needs of the Authority.

Training and development is available to, and its take-up will be encouraged for, all Councillors irrespective of seniority, length of service or political affiliation and will be provided in accordance with the council's commitment to equal opportunities.

The Mission Statement

Copeland Borough Council is committed to the continuous development of its Councillors as a key success factor in the Council delivering valued services to the public.

Aims

The Member Development Strategy has the following underlying aims:

- To encourage Councillors in their own development & learning and to take full advantage of learning and development opportunities available to them
- To raise the profile of Copeland by ensuring each Councillor has access to training which will improve the quality of their role and the service they give to the public
- To contribute to the Council's corporate aims through learning and development
- To enable the sharing of good practice.

- To ensure that all newly elected Members are properly inducted into the Council and their role.

We will ensure that:

- Development needs will be identified at least annually by a combination of organisational, statutory and individual requirements.
- All Councillors will be encouraged to develop their roles using as a guide those in the agreed Elected Member Role Descriptions.
- All Councillors will be made aware of development opportunities available through all means possible, including email and a fortnightly newsletter.
- All new Councillors will be allocated with a Councillor and an Officer Mentor from the Democratic Services Section to assist in providing information on resources.
- All Councillors will be encouraged to take up the opportunity to complete Personal Development Plans to assist them in identifying their learning and development needs.
- All Councillors are equipped with the necessary skills to make maximum use of e-government and e-learning.
- The process of learning and development will be conducted in accordance with the Council's Equal Opportunities Policy
- An assessment will be provided upon request, of how we can assist those with special needs, family or work commitments to carry out their role as a Councillor
- Development activities will be assessed to ensure value for money in accordance with the Council's financial Standing Orders and events will be reviewed to ensure quality and effectiveness
- We will create the right environment where learning is encouraged and supported
- In order to develop links with all parts of the Community, training and development will be carried out where possible on a partnership basis with the County, other District Councils, Town & Parish Councils and the Achieving Excellence Programme (ACE)

Roles and Responsibilities

The **Individual Councillor** – whilst the Council will offer practical support and encouragement and where possible and appropriate, resources for training and development, the Council expects each individual Councillor to take a personal responsibility for their own learning and self-development.

The **Member Development Panel** – will oversee all Councillor training and development on behalf of the Council and will agree all training and development strategies and programmes for Councillors, including agreeing the Annual Member

Development Programme and events not included in the programme, and encouraging & promoting a culture of learning and continuous improvement.

The **Democratic Services Manager and the Democratic Services Team** - Will support Councillors, devise and deliver a comprehensive Development Programme, advise and assist the Member Development Panel in carrying out their role, increase awareness of development opportunities and provide all logistic and administrative assistance to Councillors in connection with learning and development.

How will we measure our Effectiveness in implementing the Strategy?

- Councillors feeling more confident in their role (assessed as a percentage increase by the annual questionnaire)
- Councillors stating that their knowledge of modernisation, Scrutiny, ethics has increased (assessed as a percentage increase by the annual questionnaire)
- An increase in the number of Councillors undertaking development activities

Induction

All Councillors will be encouraged to undertake an Induction Programme in the first few months following election covering the basic areas of knowledge necessary and to participate within a supportive environment. The Induction Programme will be delivered in whole or in part as e-learning.

Induction sessions will be held throughout the first three months and these sessions will be shared between this Council and Allerdale Borough Council and will be open to existing Councillors.

All newly elected councillors will be given contact details of their Member and Officer Mentor within one week of their election.

Each new Councillor will receive an Induction Pack containing helpful and practical information to assist them in the first few months in their new role.

Refresher courses will be held annually in respect of each of the Council's committees. The courses will take place at the first meeting of each Committee following the annual meeting and will outline the terms of reference and provide any information needed to participate fully in the work of the Committee.

Integrated Training

Where possible, staff and Councillors will be trained together, this reflects the culture of the Council and leads to better mutual understanding and co-operation. Development opportunities will also be offered where possible, to Allerdale Borough Councillors and Town & Parish Councils.

Information Services

An abundance of useful information is made available for Members to assist them in their role. Information can be obtained from the Members Room, The Council's Intranet site, the Council's Website and the newsletters 'Member Information Bulletin', 'Members Development Newsletter' and 'Standards Committee Newsletter'.

Learning Styles

It is recognised that people have different preferences for the way in which they learn new skills. There are a wide range of methods for learning including:

- ❖ Networking
- ❖ Observation
- ❖ Presentations
- ❖ Quiet Reading
- ❖ Action Learning
- ❖ Internet Research
- ❖ Councillor Mentoring
- ❖ Local College courses
- ❖ Information Technology
- ❖ CD ROMs /DVD's and Videos
- ❖ Visits to other Local Authorities
- ❖ Local, Regional and National Conferences
- ❖ Corporate Training and Development Courses

Training Needs Analysis

A training needs analysis will be undertaken at least every 2 years by identifying individual training needs using a trained facilitator. The results of this analysis will indicate the learning and development priorities for forthcoming years.

IT Training

Today more and more information is transmitted and stored electronically than ever before; Members without IT skills may find themselves at a significant disadvantage. Members are encouraged to use IT and take up opportunities for developing their IT skills.

Evaluation & Monitoring of the Strategy

It is vital that Members are well equipped to undertake their work and be effective as local representatives.

The Member Development Strategy will be reviewed on an annual basis by the Member Development Panel, and recommended to Full Council for agreement.

Evaluation & Monitoring of What Members Learn

In order to get the best out of development opportunities we need to evaluate the impact of any organised event and ensure that any learning has been put into practice.

Where events are organised by the Council, Members will be requested to complete a feedback form. These forms should be completed as honestly as possible to help ensure that future Members are receiving high quality training with positive outcomes. The Member Development Panel will review the attendance and feedback from events on a quarterly basis.

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