

Member Learning and Development Strategy 2007/2008

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| Version Number: | 1 | Team: | Democratic Services |
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1. Introduction

Rossendale Borough Council is genuinely committed to supporting the learning and development needs of all Councillors. It is recognised that to achieve our business targets, well trained councillors with relevant knowledge and skills are critical.

The Council has demonstrated its commitment to learning and development by achieving the North West Charter for Elected Member Development and the achievement of Investors in People standard.

Member development is routinely provided as part of the normal business of the Council. Members value member development and see it as an important part of their commitment to continuously improve the way they carry out their roles and responsibilities.

The Council agreed on 28th February 2007 that an enabler to deliver the five corporate priorities was equipping elected members to fulfil their leadership role in the Community and this Strategy will be a key mechanism to support this.

Having a refreshed Member Learning and Development Strategy in place for 2007/08 will mean that there is clear guidance and direction for the development and support of members over the forthcoming year and it will ensure that member development continues to be embedded as a key element of the way the Council does its business.

The 2007/08 Strategy has been developed out of the learning and development needs that were identified by members from their personal development plans in 2006 to assist them in the delivery of the Council's corporate improvement priorities.

It sets out:

- What areas members have identified as the main priorities to be addressed
- How these are being met and what support is available
- What benefit this will bring to Members, the Council overall and the residents of Rossendale

The Strategy is reviewed annually so that any priorities identified are based on relevant and current needs.

2. Policy Statement

1. Every councillor has the right to access learning and development opportunities that will provide him or her with the necessary knowledge and skills to be able to effectively perform their duties.
2. The process of identifying learning and development needs for councillors will be multifaceted with clear links to corporate objectives as expressed in strategic business plans; any legal requirements; reports from inspections and audits; identified by specific needs analysis activities and through the Councillor Personal Development Plan (PDP) process.
3. A formal assessment and analysis of the learning and development needs of councillors through the PDP process should take place at least bi-annually and a programme of development opportunities drawn up to meet those identified needs.
4. An annual Member Learning and Development Schedule and a quarterly Learning and Development Programme will be produced to describe how the authority's Member Learning and Development Strategy will be implemented and should identify priorities and objectives that will be continually reviewed throughout the year.
5. As part of their continuous professional development, all councillors are encouraged to take part in learning activities on a regular basis. There is an expectation that a minimum of 5 sessions of training per annum will be undertaken by each councillor. This may include training which is a requirement for specific roles they carry out. Development activities may be identified as part of the personal development planning process and needs prioritised in line with the individual Member's roles, and the Council's Priorities and Policies.
6. The Council is keen to support learning and development, within its overall budget for Member Development. Members are asked to have regard to the Specific Learning and Development Priorities (Appendix B) when making an application and to consider carefully whether the course/seminar meets the Council's priorities for development, as well as the individual's own development needs. Members are required to complete an application form for training (with the exception of training included in the Annual Learning and Development Schedule) and all applications will be considered by the Committee and Member Services Manager in consultation with the Member Development Working Group and the Head of Human Resources.

3. SPECIFIC ROLES AND RESPONSIBILITIES

The individual Member

All members of Rossendale Borough Council are responsible for actively engaging in learning and development activities to enhance the delivery of services to our customers and for their own personal development. Members are also responsible for evaluating the effectiveness of learning and development opportunities through completing the evaluation form and forwarding it to Democratic Services to capture learning points. In addition, it is Members' responsibility when undertaking individual learning opportunities to forward any training material to the Committee and Member Services Manager for distribution to all Members of the Council so that learning can be shared.

The Member Development Working Group

is responsible for:

- The development of an annual learning and development schedule that reflects the priorities of Rossendale Borough Council and the objectives it is trying to achieve.
- Allocating training resources on the basis of identified need within an equal opportunities framework and monitoring the member learning and development budget.
- Providing relevant training for councillors as appropriate, for example induction, standards, overview and scrutiny, local government finance etc.
- The delivery of creative and flexible learning solutions that address the needs identified in the councillor learning and development plan.
- A consultancy service for all councillors on training and development issues.
- Evaluating the effectiveness of training in relation to the costs and benefits of developing councillors and its impact on performance together with monitoring take-up of training opportunities.
- Monitoring and Evaluating the Member Learning and Development Strategy and the Quarterly Member Learning and Development programme.

Officers

Democratic Services will support training and development of Councillors by:

Ensuring all Councillors are aware of learning and development opportunities

Devising and delivering in consultation with the Member Development Working Group an annual councillor learning and development plan based on needs identified in Personal Development Plans together with the provision of a quarterly Member Learning and Development Programme offering both internal and external opportunities for learning and development.

Arranging delivery of training included in the annual plan and quarterly programme.

Providing Administrative Support for all training including communication with Members and feedback to providers.

Undertaking Personal Development Plans for all Members on a bi-annual basis.

4. Who has been involved in the development of this Strategy?

The Member Development Working Group is taking the lead on developing the Strategy. The Working Group is also responsible for monitoring the Strategy's implementation.

The Member Development Working Group



Councillor
Janet Graham



Councillor
Brian Essex



Councillor
Darryl Smith



Councillor
Trevor Unsworth



Councillor
Tom Aldred



Councillor
Ronald Alan Neal

5. What has been achieved so far?

There are many reasons for the Council to celebrate in terms of the strengthened approach to Member Development and this has resulted in Rossendale being recognised as a leading authority for Member Development. Some of the recent successes include the following:

- ◆ Achievement of the North West Charter for Member Development
- ◆ Finalist in the Municipal Journal Councillor Development Achievement of the Year Award 2007.
- ◆ Provision of Blackberrys to Members
- ◆ The refresh of the layout of the Members' Bulletin
- ◆ Provision of Laptops to Members
- ◆ A handbook to support the newly elected mayor and deputy mayor.
- ◆ Individual training records for every member
- ◆ An Annual Learning and Development Schedule for 2007/08, featuring events tailored to meet specific identified development needs
- ◆ Personal development plans for members
- ◆ Improved Member Induction packs
- ◆ A questionnaire to members to improve Democratic Services Member support, encouraging feedback on training
- ◆ Members' Library now includes course literature of learning and development opportunities offered to support those Members that were unable to attend.
- ◆ Participation in the Lancashire Leadership programme
- ◆ Publication of a quarterly Member Development Programme identifying a wide range of learning and development opportunities
- ◆ Successful induction of new and returned members following the 2007 local elections

6. How do we measure our successes?

The Member Development Working Group has the responsibility for reviewing and monitoring support and development for Councillors. It will review the Strategy and Annual Learning and Development Schedule every 12 months. In addition, reports are regularly taken to the Standards Committee throughout the year on a number of issues, including monitoring the operation of the Members' Code of Conduct, promoting and maintaining high standards of conduct by councillors and co-opted Members and advice upon any necessary training on the Code.

Improving external recognition of Rossendale as a leading authority for Member Development is a key objective of the Strategy. Success is measured by benchmarking with other local authorities and through recognition by our peers, such as being a finalist for Councillor Development at the Municipal Journal Awards in June 2007 and the achievement of the North West Charter for Member Development in October 2006. Our aim is to maintain this Charter and to strive for being reviewed against the exemplar level two standards when the Council is re-assessed in 2009.

7. Learning and Development Priorities 2007/08

- To implement the recommendations of the North West Charter for Member Development Assessment Report:
 - Partnership working with other district authorities and the County Council;
 - Develop Member Mentors within the authority or with neighbouring authorities;
 - Achieve a balance between internal and external training, consider cost effectiveness, using local officers, generating new ideas, networking.
- To continue to strive for external recognition of Rossendale Borough Council as a leading authority for member development.
- To continue to support Members in fulfilling their leadership role in the community.
- To implement the Community Leadership Action Plan.
- Partnership working with Whitworth Town Council and to provide the Town Council with the annual Learning and Development Schedule and quarterly Member Learning and Development programme together with extending invitations to training events.
- Mandatory training for newly Elected Members serving on the Development Control and Licensing Committees.

- Training on the new Code of Conduct.
- Development of Area Fora and modernising the role of full Council.
- The continuation of the development of information technology skills to continue to increase the use of e-mail and electronic communication and the use of the Council website and Intranet.
- Engaging with young people through a programme of events during Local Democracy Week

How have these been identified?

As a result of the PDP process undertaken in Summer 2006, a Training Needs Analysis was considered by the Member Development Working Group, which identified a number of specific learning and development priorities. These priorities are set out at Appendix B and form the basis for the Annual Learning and Development Schedule 2007/08 and Member Development Learning and Development Programme (see Section 9 for further details) which is closely linked to the Council's priorities.

The Rossendale Borough Council and Whitworth Town Council Charter identified the requirement to work closer together on development opportunities and this is reflected in the Member Learning and Development Implementation Plan set out in Appendix A.

The assessment visit as part of the North West Charter identified a number of priorities to be implemented and these are detailed in the Member Learning and Development Implementation Plan.

8. What resources are available?

There are a number of resources that help deliver support for member learning and development:

The Annual Member Learning and Development Schedule 2007/08 (Appendix C)

The Council provides an annual schedule of learning and development events, which aims to meet key priorities for development. The schedule comprises a mixture of service related development themes and events designed to develop specific skills for councillors. These Key Events comprise development sessions delivered locally within the Council and are facilitated by both Council officers and external training providers.

Sessions within the Annual Learning and Development Schedule are normally open to all councillors, co-opted Members and Whitworth Town Councillors.

The Annual Learning and Development Schedule is agreed by the Member Development Working Group. A copy is sent to all Members of the Council and an up to date version is maintained on the Council's Intranet. E-mail alerts are provided to all Councillors, co-opted members and Whitworth Town Councillors to remind them of scheduled events.

The Quarterly Member Learning and Development Programme

This document contains details of the wide range of facilities and materials available to meet the main priorities identified. The Programme comprises a compendium of development opportunities, ranging from internal Key Events, to external courses and conferences, and aids to self-development such as books and DVDs. The following is a list the types of development tools available:

- ◆ workshops
- ◆ information briefings
- ◆ one-to-one training
- ◆ e-learning packages
- ◆ conferences
- ◆ visits to other authorities and organisations
- ◆ activities
- ◆ mentoring and shadowing colleagues or officers
- ◆ site visits
- ◆ key events in the Learning and Development Schedule
- ◆ external courses
- ◆ periodicals, books, videos, DVDs, CD ROM
- ◆ internal courses
- ◆ examples of best practice/partnership working

The Programme is agreed by the Member Development Working Group and is issued each quarter. A copy is sent to all Members of the Council, co-opted Members and Whitworth Town Councillors.

Officer support

Whilst Susan Pickup, Member Support Assistant is your first port of call, all members of the Democratic Services team are happy to help you with any queries or development needs that you have. The Democratic Services Team are:

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The Council's Head of Customer Services and E-Government provides support for Members Information, Communication Technology (ICT) and the Head of Human Resources also assists in the provision of training for members, as appropriate.

Financial support and equipment

A budget of £8,500 has been allocated for member learning and development this year. Responsibility for the budget rests with the Member Development Working Group. The Member Development Working Group will review the expenditure each quarter.

Each member has the opportunity to receive a Council laptop and Blackberry and support arrangements for this equipment will be rolled out in 2007/08 through individual and group learning sessions.

10. Member Learning and Development Implementation Plan 2007/08

The Implementation Plan set out in Appendix A sets out how the objectives and priorities for the current year will be addressed and how success will be measured.

The actions listed have been informed by a number of sources including:

- Objectives outlined earlier in this Strategy
- Continuation of actions from last year
- Actions set out in the Council's Corporate Plan
- Common themes emerging from members' personal development plans (PDPs)
- The Community Leadership Policy Statement and Action Plan
- The recommendations from the verification visit for the North West Charter for Member Development.

The Implementation Plan itself will be a 'living document' in that it will be updated regularly by the Member Development Working Group as priorities change and progress is made towards achieving any actions listed. The Implementation Plan is closely linked to the themes of the Community Leadership Action Plan:

- Leading by Example
- Developing Skills and Capacity
- Strong Links between the Council and the Community

MEMBER LEARNING AND DEVELOPMENT IMPLEMENTATION PLAN

2007/08

Appendix A

| Outcomes | Outputs | Corporate Objective | Target Date | Lead |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|
| Provision of a comprehensive Member Development Strategy, Annual Learning and Development Schedule and Quarterly Member Development Programme linked to the Council's priorities. | <p>Increased knowledge, skills and experience gained by Elected Members</p> <p>Members attend a minimum of 5 sessions training per year</p> <p>Elected Members supported in their Community Leadership Role</p> <p>Rosendale is recognised as a lead authority for Member Development</p> <p>North West Charter for Member Development is maintained</p> | Improvement | <p>Strategy and Annual Member Learning and Development Schedule to be agreed by Council in June</p> <p>Quarterly Member Development Programme to Member Development Working Group</p> | The Committee and Member Services Manager in consultation with the Member Development Working Group |
| Monthly Member Learning and Development Sessions held | Members briefed on subject matters | Improvement | Annual Learning and Development Schedule agreed by Council in June | The Committee and Member Services Manager in consultation with the Member Development Working Group |

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| PDP appointments to be scheduled for new Elected Members | Training needs identified | Improvement | August 2007 | The Committee and Member Services Manager |
| Bi-annual programme of PDPs for all Elected Members | Individual Personal Development Plans in place | | March 2007 | The Committee and Member Services Manager |
| Strategy to be discussed in PDPs | Elected Members aware of Strategy | | August 2007 | The Committee and Member Services Manager |
| Quarterly reports on Member Development Budget to be considered by Member Development Working Group | Member Development Budget is managed effectively | Improvement | June 2007 September 2007 December 2007 March 2008 | The Committee and Member Services Manager |
| Quarterly reports on training evaluation considered by Member Development Working Group Member Development Working Group to monitor uptake of training and development | Training and Development is monitored and learning points captured | Improvement | Quarterly | The Committee and Member Services Manager in consultation with the Member Development Working Group |
| Induction Sessions for newly Elected Members to meet Directors and Democratic Services Staff One to One meetings with Interim Legal and Democratic Services Manager Buddy arrangements are in place through political Groups | Newly Elected Members understand their role | Improvement, Customers, Community Network | May 2007 August 2007 As determined by Political Groups | The Committee and Member Services Manager Interim Legal and Democratic Services Manager |

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| Ensure improvement plans for Neighbourhood Fora and Full Council are implemented so that Members are supported in their Community Leadership role | <p>Role of Neighbourhood Fora and Full Council clarified and improved</p> <p>Opportunities for Community Engagement increased</p> <p>Innovative ways of working developed</p> <p>Delivery of Community Involvement and Engagement Strategy is supported.</p> | Customers, Improvement, Community Network | | The Committee and Member Services Manager |
| Publish Rossendale Alive Newsletter | <p>Role of Ward Councillor is promoted</p> <p>Members supported in their Community Leadership role</p> | Customers, Improvement, Economy, Community Network | Ongoing | Communications Manager |
| Publication of the "Know My Councillor" leaflet which is distributed to all households in the Borough. | Members of the Public have information on their Ward Councillor | Customers, Improvement, Economy, Community Network | September 2007 | The Committee and Member Services Manager |

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| Liaise with the County Council and Districts to consider joint training opportunities | <p>Joint Working with other Authorities</p> <p>Networking with other Elected Members</p> <p>Recommendations detailed in the North West Charter assessment report are implemented</p> | Improvement, Community Network | March 2008 | The Committee and Member Services Manager |
| Training on the new Code of Conduct is arranged in partnership with Whitworth Town Council | <p>Strong corporate and ethical governance is embedded</p> <p>Members are aware of Code of Conduct</p> <p>Partnership working with Whitworth Town Council</p> | Improvement | June 2007 | Interim Legal and Democratic Services Manager |
| <p>Review of Member Enquiry Service to support Members in their community leadership role. Requirement to benchmark,</p> <p>Develop Service Level Agreement with Lancashire County Council (LCC) regarding responses to Member Enquiries</p> <p>Committee and Member Services Manager to monitor response times to Member enquiries</p> | <p>Improved Member Enquiry Service</p> <p>Responses provided in accordance with Customer Service Standards</p> <p>Intelligence gathered from Wards</p> <p>Issues are acted and reported on</p> <p>Service Level Agreement in Place with LCC</p> | Customers, Improvement, Community Network | <p>September 2007</p> <p>August 2007</p> <p>Ongoing</p> | <p>The Committee and Member Services Manager in consultation with the Member Development Working Group</p> <p>Head of Legal and Democratic Services</p> <p>The Committee and Member Services Manager</p> |

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| Ward Walks to be scheduled with Elected Members, the Chief Executive and relevant NEAT Manager | Programme of Ward Walks in place Intelligence gathered from Wards | Customers, Improvement, Community Network, Environment | March 2008 | Scrutiny Support Officer |
| Member Learning and Development Folder to be maintained and stored in Hardmans Mill so all Members can access Presentations and other information emailed to all Elected Members. Investigate Members area on intranet | Learning is shared amongst all Members | Improvement, Community Network | March 2008 | Member Support Assistant |
| Pre-candidate information available on Council website | Candidates aware of process | Improvement, Community Network | March 2008 | The Committee and Member Services Manager and Elections Manager |
| Week of events to be held for Local Democracy Week Contact to be made with schools on proposed events Mini Mayor competition to be launched and winner selected during Local Democracy Week | Programme of events held during Local Democracy Week Ward Councillors engaged with young people Greater engagement of young people in the democratic process | Improvement, Community Network, Customers | October 2007 | The Committee and Member Services Manager, Civic Services Officer/Leader's PA, Elections Manager |
| Provision of Blackberry/laptop for Elected Members | Members have IT access at home | Improvement | June 2007 | Head of Customer Services and E-Government |

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| Training to be offered to Members on use of blackberry/laptop through individual/group sessions. | Members confident in use of IT Members receive more timely information | Improvement | August 2007 | Head of Customer Services and E-Government |
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Specific Learning and Development Priorities 2007/08:

As a result of the PDP process undertaken in 2006, a Training Needs Analysis was developed which shaped the priorities in the 2006/07 Strategy. These priorities have been refreshed for 2007/08 following consultation with the Member Development Working Group.

The Annual Member Learning and Development Schedule 2007/08 and Quarterly Member Learning and Development Programmes detail forthcoming specific events and resources available to address these priorities.

| Objective/Priority from PDP Analysis | Key Areas | |
|--------------------------------------|---------------------------------------------------------------------------|---------------------------------------------------------------------|
| OBJECTIVES FROM PDP ANALYSIS | | |
| Cabinet and Leadership Development | • Develop role as Cabinet Member | • Priority Setting |
| | • Leadership Skills | |
| Scrutiny and Challenge | • Chairing scrutiny meetings | • Develop procedures, processes and techniques |
| | • Providing constructive and effective opposition | • Making use of call-in procedures |
| | • Implications of White Paper | • Effective Questioning techniques |
| | • Effective Performance Management and Monitoring | |
| Community and Local Leadership | • Communicating with all sections of the community | • Making the most of partnerships and working with community bodies |
| | • Working with the community/local leadership/role in area forum | • Working with neighbouring authorities |
| | • Being an effective councillor/running surgeries/satisfying constituents | • Reporting public concerns |
| | • Workings of the Local Strategic Partnership and promoting Rossendale | • Member Enquiry Service |
| | • Grants to Outside Bodies | • Role of Members on Outside Bodies |
| | • Effective Public Speaking | • Advocacy Skills |
| | • Engaging with Young People | |

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| Objective/Priority | Key Areas | |
|-------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|------------------------------------------|
| CORPORATE IMPROVEMENT PRIORITIES AND OTHER CORE SKILLS | | |
| Other Council meetings and related skills including Regulatory and functional areas | • Licensing | • Lancashire Local |
| | • Development Control | • Employment and Appeals |
| | • Planning policies | • Developing Tourism |
| | • Key regulatory skills/updates | |
| Council Modernisation and new Constitutional arrangements and understanding new policy and procedures | • Council protocols/procedure | • Policy making procedures |
| | • The Council 's Constitution and updates on changes (policy/legislation/procedures) | • Protocol at Council Meetings |
| | • Code of Conduct | • |
| Information and Communications Technology (ICT) training | • Communicating electronically | • Using the Internet |
| | • ICT skills training and one to ones | • Using e-mail |
| | • Guidance on use of laptops | • Using word processing packages |
| Business management and general meeting skills | • Making contributions in meetings | • Speed reading skills |
| | • Chairing meetings | • Time management/prioritisation skills |
| Communication skills | • Speaking in large groups/public speaking/presentation skills | • Customer (constituents) service skills |
| | • Negotiating/influencing skills | • Report writing |
| | • Assertiveness skills | • Communicating political values |
| Surgery and related skills | • Running effective surgeries | • Handling conflict and aggression |
| | • Questioning/counselling skills | • Handling difficult people |

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| Objective/Priority | Key Areas | |
|--------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| CORPORATE IMPROVEMENT PRIORITIES AND OTHER CORE SKILLS | | |
| Media Relations | <ul style="list-style-type: none"> • Engaging the press/media training • Understanding of the media | <ul style="list-style-type: none"> • Giving press releases and statements • Giving media interviews |
| Budgets, finance and risk management | <ul style="list-style-type: none"> • Capital spending • Risk management | <ul style="list-style-type: none"> • Understanding the budget process/public finance |
| Ethical Governance | <ul style="list-style-type: none"> • Code of Conduct for Members • Member/Officer Protocol • Freedom of Information | <ul style="list-style-type: none"> • Data Protection • Declaring interests |
| General issues and knowledge | <ul style="list-style-type: none"> • Equality and disability • Environmental issues • Health and safety | <ul style="list-style-type: none"> • Information about Council departments • Liaising with staff by visits to offices |
| Induction of new members | <ul style="list-style-type: none"> • Induction session with Chief Executive and Heads of Service • Explanation of Corporate Priorities • Access to an Induction Pack | <ul style="list-style-type: none"> • Introduction to ethical governance framework • Information about declaring interests • Introduction to ICT support |

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| DATE | SUBJECT AND BRIEF OUTLINE OF TRAINING | LINKS TO COUNCIL PRIORITIES/ OTHER LINKS | TARGET AUDIENCE | FACILITATED BY | VENUE/NOTES |
|---------------------------|--------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|---------------------------------------------------------------------|--------------|
| 9 th May 2007 | <p>INDUCTION 5.00pm Meet Democratic Services</p> <p>6.30pm Meet Heads of Service</p> | <p>Equipping Councillors to fulfil their leadership role in the community through providing information on their role within the Council and the community</p> <p>Identified in Members' Personal Development Plans</p> | All newly elected members | Democratic Services, Lancashire County Council and Heads of Service | Hardman Mill |
| 10 th May 2007 | Informal Meeting of all Councillors (networking opportunity) | <p>Equipping Councillors to fulfil their leadership role in the community through networking with all Members to share information</p> <p>Identified in Members' Personal Development Plans</p> <p>Identified by Member Development Working Group</p> | All elected members | Welcome by the Leader of the Council | Hardman Mill |

| DATE | SUBJECT AND BRIEF OUTLINE OF TRAINING | LINKS TO COUNCIL PRIORITIES/ OTHER LINKS | TARGET AUDIENCE | FACILITATED BY | VENUE/NOTES |
|------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|---------------------|
| 15 th May 2007 | <p>Planning and Development Control</p> <p>Mandatory training for Development Control Committee Members on the planning system and to provide clarity on the Officers and Members' role in dealing with such matters.</p> | <p>Equipping Councillors to fulfil their leadership role in the community through providing them with the necessary skills to support decision making</p> <p>Identified in Members' Personal Development Plans</p> <p>Recommendation from North West Charter assessment visit to have mandatory training</p> | <p>Mandatory training for all new members of the Development Control Committee and those Members who may be required to substitute in the absence of a Committee Member. Other Members of the Committee may wish to attend to refresh skills and knowledge</p> | <p>Head of Planning, Legal and Democratic Services and the Development Control Team</p> | <p>Hardman Mill</p> |

| DATE | SUBJECT AND BRIEF OUTLINE OF TRAINING | LINKS TO COUNCIL PRIORITIES/ OTHER LINKS | TARGET AUDIENCE | FACILITATED BY | VENUE/NOTES |
|---------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|--------------|
| 21 st May 2007 | Licensing Training Includes information on the Licensing Laws and to provide clarity on the Officers and Members' role in dealing with such matters. | Equipping Councillors to fulfil their leadership role in the community through providing them with the necessary skills to support decision making Identified in Members' Personal Development Plans | Mandatory training for all new members of the Licensing Committee and those Members who may be required to substitute in the absence of a Committee Member. Other Members of the Committee may wish to attend to refresh skills and knowledge | Licensing Manager | Hardman Mill |

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| 13 th June | Licensing – Gambling Act | <p>Equipping Councillors to fulfil their leadership role in the community through providing them with the necessary skills to support decision making</p> <p>Identified in Members' Personal Development Plans</p> <p>Recommendation from North West Charter assessment visit to have joint training</p> | Chair and Vice Chair of Licensing Committee | Partnership working with West Lancashire District Council | West Lancashire District Council |
| 19 th June 2007 | Code of Conduct and Governance Matters – the session will outline the key messages of the Code of Conduct | <p>Equipping Councillors to fulfil their leadership role in the community through providing information on the new Code of Conduct so that members are aware of the implications of the Code.</p> <p>To strengthen Ethical Governance Arrangements as outlined in the Audit Commission Report</p> <p>Identified in Members' Personal Development Plans</p> | All Elected Members and Members of Whitworth Town Council | External Training Provider | Hardman Mill |

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| 11 th July | Workshop on White Paper | Equipping Councillors to fulfil their leadership role in the community through providing information on the White Paper and the impact on the Council | All Elected Members | Executive Team | Hardman Mill |
| 26 th July | Sustainable Communities Strategy. Members' input into the development of the Strategy | Equipping Councillors to fulfil their leadership role in the community through leading on the development of the Sustainable Communities' Strategy. | All Elected Members | Ilona Snow Miller, Head of Community and Partnerships | Hardman Mill |

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| 30 th August 2007 | Performance Management Workshop. Providing an understanding of national/local context of performance management, target setting and practical analysis of current performance information. | Equipping Councillors to fulfil their leadership role in the community through providing them with the tools to effectively performance manage and monitor. Identified in Members' Personal Development Plans | All Elected Members | Lesley Noble, Head of Policy and Performance | Hardman Mill |
| 26 th September 2007 | Equalities Mandatory training for all newly Elected Members | Equipping Councillors to fulfil their leadership role in the community through providing them with information on Equalities and how to apply this in their role as an Elected Member. Recommendation from North West Charter assessment visit to have mandatory training. Identified in Members' Personal Development Plans | Mandatory training for all newly Elected Members and refresher for other Members. | Liz Murphy, Head of Human Resources | Hardman Mill |

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| 25 th October 2007 | Section 106 Training and other planning related matters | Equipping Councillors to fulfil their leadership role in the community through providing information to support them in decision making. Identified in Members' Personal Development Plans | Development Control Committee Members | Linda Fisher, Head of Planning, Legal and Democratic Services | Hardman Mill |
| 29 th October 2007 | Priority Setting Session. An opportunity for Members to consider priorities for 2008/09. | Equipping Councillors to fulfil their leadership role in the community by ensuring Members are supported in prioritising the key issues which have been raised by the community. Recommendation from Overview and Scrutiny which was agreed by Cabinet. | All Elected Members | Cabinet Members and the Executive Team | Hardman Mill |

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| 29 th November 2007 | Speed Reading Skills | Equipping Councillors to fulfil their leadership role in the community by providing them with a personal development opportunity to become more effective in preparing for meetings. | All Elected Members | North West Employers | Hardmans Mill |
| 13 th December 2007 | Financial Management Workshop in preparation for the 2008/09 budget | Strong financial management and the delivery of value for money services through providing information on the budget setting process and priorities for 2008/09. | All Elected Members | Phil Seddon, Head of Financial Services | Hardmans Mill |
| 31 st January 2008 | THE MEMBER DEVELOPMENT WORKING GROUP HAVE AGREED TO KEEP THIS DATE FREE TO ALLOW FLEXIBILITY WITHIN THE SCHEDULE | | | | Hardmans Mill |
| 28 th February 2008 | THE MEMBER DEVELOPMENT WORKING GROUP HAVE AGREED TO KEEP THIS DATE FREE TO ALLOW FLEXIBILITY WITHIN THE SCHEDULE | | | | Hardmans Mill |

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| Ongoing throughout the year | Back to the Floor - Job shadowing placements for Councillors to gain a valuable insight into the work of front-line delivery staff and the services through direct observations of a 'normal working day'. | Delivery of Quality Services to Our Customers through providing an insight into the front line delivery staff. Identified in Personal Development Plans | All Elected Members | Front Line Officers | Council Offices |
| Ongoing throughout the year | The Role of an Elected Member Officers to gain a valuable insight into the role of an Elected Member | Equipping Councillors to fulfil their leadership role in the community by ensuring Officers have an understanding of the role of an Elected Member. | All Officers of the Council | Elected Members | Council Offices |
| Overview and Scrutiny Matters | Joint working with the Lancashire Scrutiny Partners Forum. | Equipping Councillors to fulfil their leadership role in the community by providing networking opportunities with other authorities so that learning can be shared. Recommendation from Overview and Scrutiny which was agreed by Cabinet. | Scrutiny Members | Lancashire Scrutiny Partners Forum | Various locations in Lancashire |

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| Ongoing throughout the year | Visits to other authorities to share learning and best practice | <p>Equipping Councillors to fulfil their leadership role in the community by providing networking opportunities with other authorities so that learning can be shared</p> <p>Recommendation from North West Charter assessment visit to have joint training and learning.</p> | All Members | Working with other authorities | Various locations |
| Lancashire Local | <p>Series of briefings or one to ones to familiarise new Members with the Lancashire Locals and the Constitution.</p> <p>Series of workshops facilitated by the Policy Unit to share experiences and good practices.</p> | Equipping Councillors to fulfil their leadership role in the community by supporting joint working with the County Council to develop the enhanced two tier approach | <p>New Members to the Lancashire Local</p> <p>Chairs and Deputy Chairs</p> | Lancashire County Council | Various locations |
| Lancashire Local tour of County Council services and facilities in Rossendale | LCC will be providing a bus tour for Lancashire Local Members and newly Elected Members of Rossendale | Equipping Councillors to fulfil their leadership role in the community by supporting joint working with the County Council to develop the enhanced two tier approach | Lancashire Local Members and newly Elected Members | Lancashire County Council | Tour of Rossendale |

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| 9 th May 2007 | <p>INDUCTION 5.00pm Meet Democratic Services</p> <p>6.30pm Meet Heads of Service</p> | <p>Equipping Councillors to fulfil their leadership role in the community through providing information on their role within the Council and the community</p> <p>Identified in Members' Personal Development Plans</p> | All newly elected members | Democratic Services, Lancashire County Council and Heads of Service | Hardman Mill |
| 10 th May 2007 | Informal Meeting of all Councillors (networking opportunity) | <p>Equipping Councillors to fulfil their leadership role in the community through networking with all Members to share information</p> <p>Identified in Members' Personal Development Plans</p> <p>Identified by Member Development Working Group</p> | All elected members | Welcome by the Leader of the Council | Hardman Mill |

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| 15 th May 2007 | <p>Planning and Development Control Mandatory training for Development Control Committee Members on the planning system and to provide clarity on the Officers and Members' role in dealing with such matters.</p> | <p>Equipping Councillors to fulfil their leadership role in the community through providing them with the necessary skills to support decision making</p> <p>Identified in Members' Personal Development Plans</p> <p>Recommendation from North West Charter assessment visit to have mandatory training</p> | <p>Mandatory training for all new members of the Development Control Committee and those Members who may be required to substitute in the absence of a Committee Member. Other Members of the Committee may wish to attend to refresh skills and knowledge</p> | <p>Head of Planning, Legal and Democratic Services and the Development Control Team</p> | <p>Hardman Mill</p> |

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